

Montgomery County Public Libraries Performance Review

B. Parker Hamilton, Director
Montgomery County Public Libraries
19 March 2014

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Historical Budget Overview**
- **Review of FY12-FY13 Performance**
 - Benchmark Libraries
 - Headline Measure Recommendations
- **Departmental Challenges:**
 - Collection Analysis Tools
 - Identifying Outside Data Sources to Aid Decision-making
- **Wrap-up**



Meeting Goals

- **Evaluate MCPL's FY12-FY13 Performance**
 - Review Methodology of Customer Service Survey
 - Support MCPL's efforts to improve survey and conduct survey annually for decision-making purposes
 - Review Methodology for Return on Investment
 - Recommend using ROI as a supporting measure and allowing patrons to calculate their own personal ROI on website
- **Assess Challenges with Library Collection Materials and Analysis**
 - Encourage MCPL to establish strategic plan to make changes in ILS database to improve collection analysis
- **Examine Potential External Data Sources for Decision-Making**

Desired Outcomes

- **Improve MCPL's Overall Performance and Service to Patrons**
- **Increase data-driven decision-making**



Overview of MCPL Budget

Historical Budget and Workforce Overview

	FY09	FY10	FY11	FY12	FY13	FY14
MCPL Operating Budget	\$40,405,130	\$37,729,520	\$28,950,370	\$28,475,300	\$31,415,091	\$34,821,874
MCPL Budget as Percent of Total MCG Budget	2.47%	2.31%	1.90%	1.78%	1.79%	1.87%
MCPL Workyears/FTE*	426.4	386.9	290.9	288	313.96	349.94
MCPL Workyears as Percent of Total MCG Workyears	4.2%	4.0%	3.2%	3.2%	3.4%	3.7%

MCPL's budget increased 22.3% from FY12 to FY14, and its share of the total MCG budget remained constant.



*Calculation switched from Work Years to FTEs in FY13 Budget

Review of Headline Performance Measures

Overview of MCPL Performance

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
Total use of Library services (in millions of uses)	23.6	24.1	↔
Circulation of library materials per capita	9.5	9.31	↔
Cost per circulation	\$3.09	\$3.43	↓
Library visits per capita	4.9	4.72	↔
Percent of Library Customers satisfied based on the Library Customer Survey results	N/A	N/A	↔
Return on Investment from Library services	\$7.54	\$7.87	↔

MCPL's headline performance measures have stabilized after experiencing declines FY11 to FY12. Performance measures will likely improve for FY14 with the re-opening of Gaithersburg and Olney.



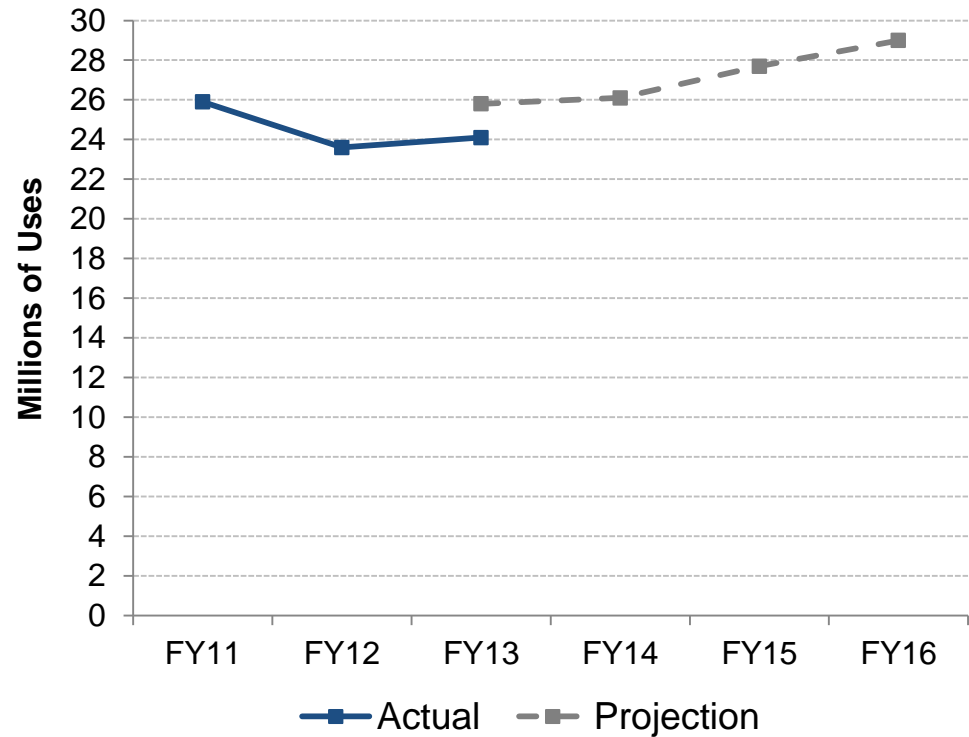
Headline Measure: Total Use of Library Services*

Factors Contributing to Current Performance

- 50,000+ public service hours in FY13; 69,000 transactions per service day
- Library services for all ages
- Diverse amenities: multipurpose rooms, meeting rooms, 300+ computers, in-house materials, copiers, printers, Wi-Fi, etc.
- Increased library programming
- Wi-Fi and E-book interest and usage
- Implementation of Dept. Strategic Plan

Factors Restricting Performance Improvement

- Two busy branches closed for renovation. Strategies from Facilities Plan not implemented to optimize use of customer's personal devices in buildings
- Inability to execute new projects in a timely fashion
- Reduced library hours at 11 branches
- No current feedback from the public about library services



Despite having two branches closed and having reduced hours in several branches, MCPL's Total Use of Library Services remained stable, increasing 2.2% from FY12.



*FY11 was the first year for this Headline Measure

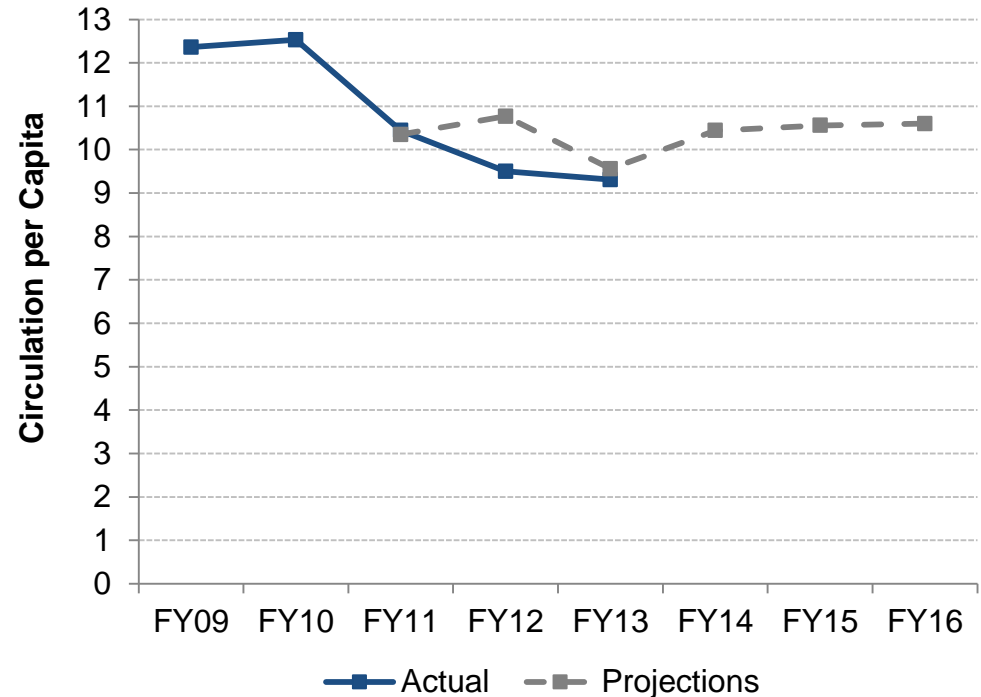
Headline Measure: Circulation of Library Materials Per Capita

Factors Contributing to Current Performance

- Materials budget increased by \$500,000
- Professional expertise of library staff in helping customers find the best resources
- Reader's advisory services both in person and via Reader's Café web-site.
- Marketing of materials to customers.
- Ongoing evaluation and improvement to Library Website.
- Modifications to checkout and renewal policies to increase customer access to collection

Factors Restricting Performance Improvement

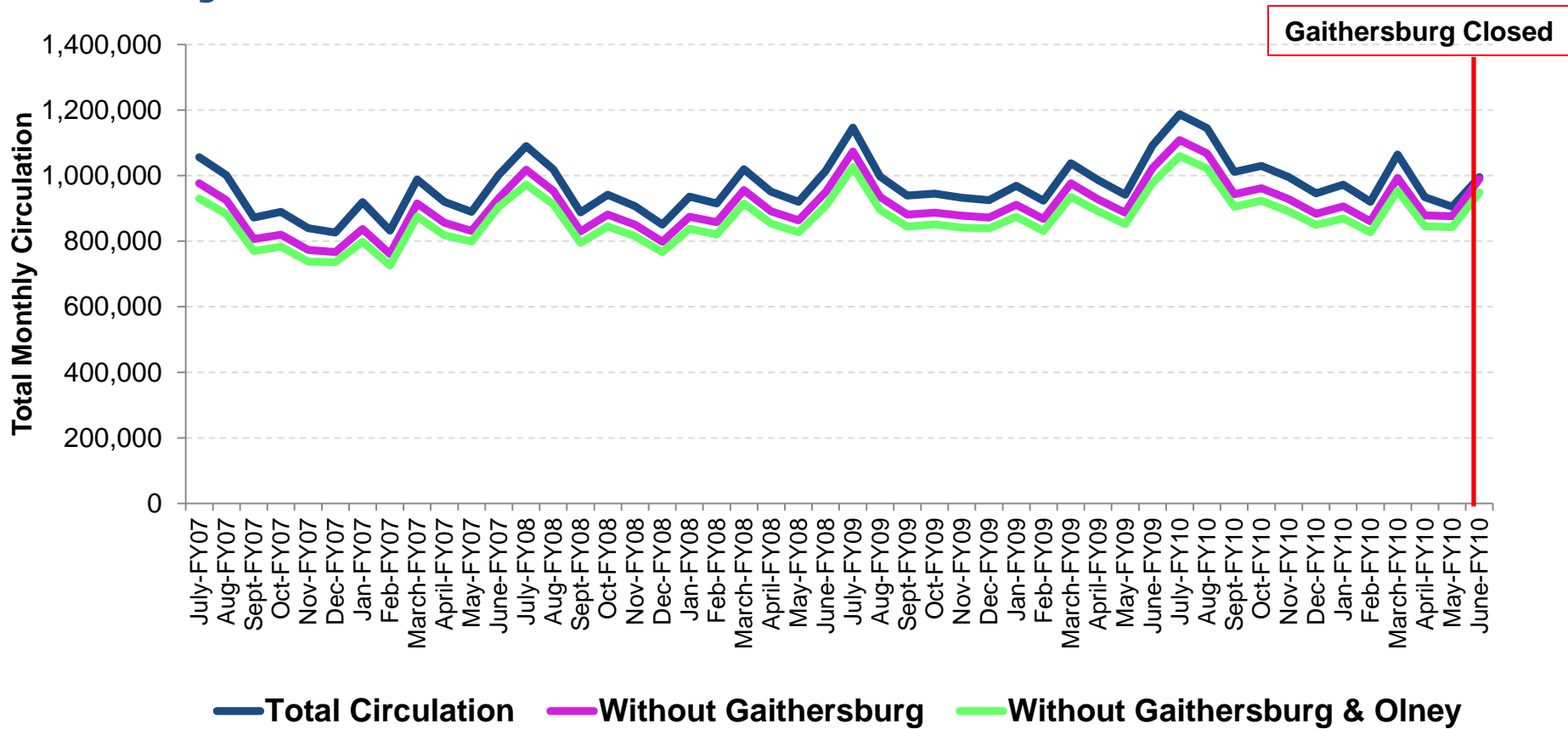
- Two busy branches closed for renovation.
- Lessening of the long-term effects of the materials budget cuts started with the fourth quarter FY13 circulation totals and has continued into Q1 and Q2 of FY14.
- Many ways residents have to get information and receive goods.



Montgomery County has seen a steady decline in material circulation since FY10.



Breakdown of Circulation of Library Materials (1/4): Monthly Circulation Totals FY07-FY10



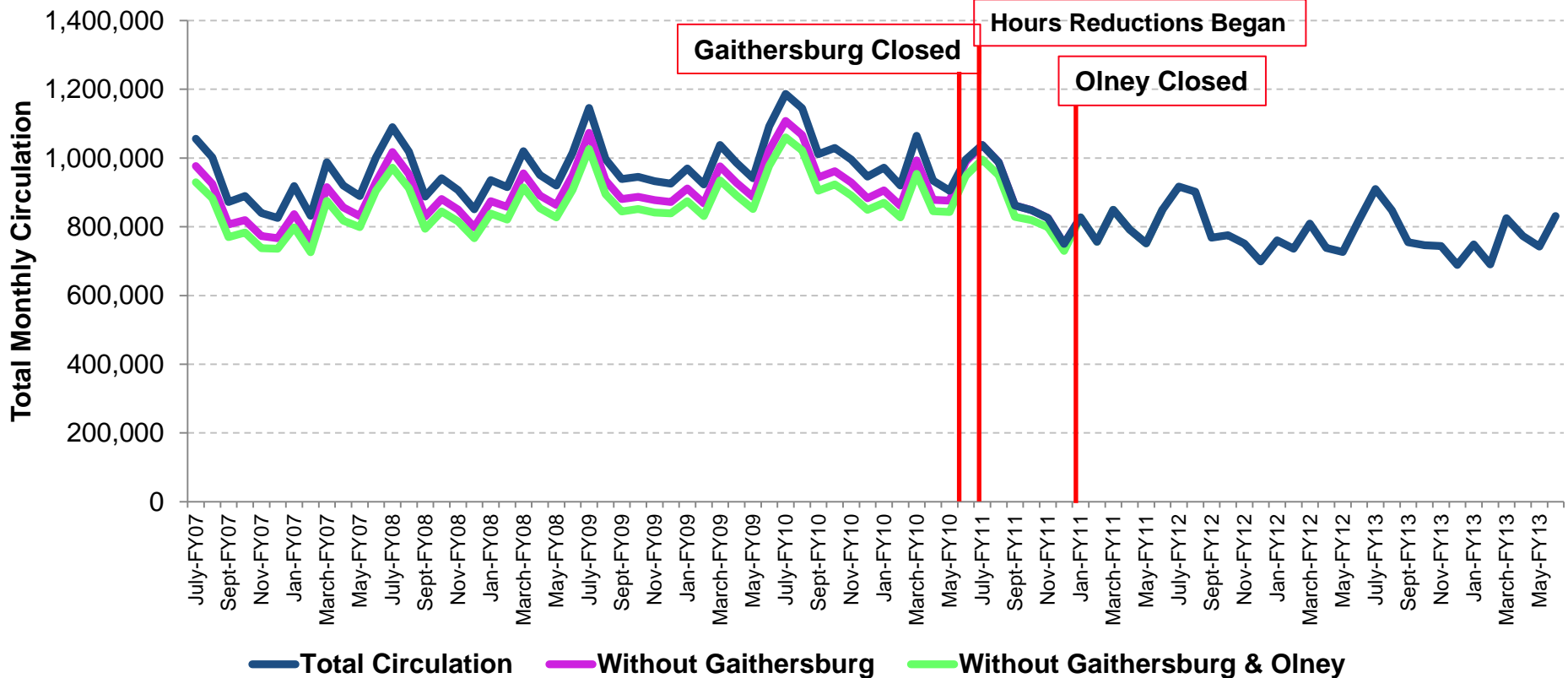
Circulation was stable FY07-FY10.



Source: MCPL

Note: FY10 was first year to include EBOOK checkouts.

Breakdown of Circulation of Library Materials (2/4): Monthly Circulation Totals FY07-FY11



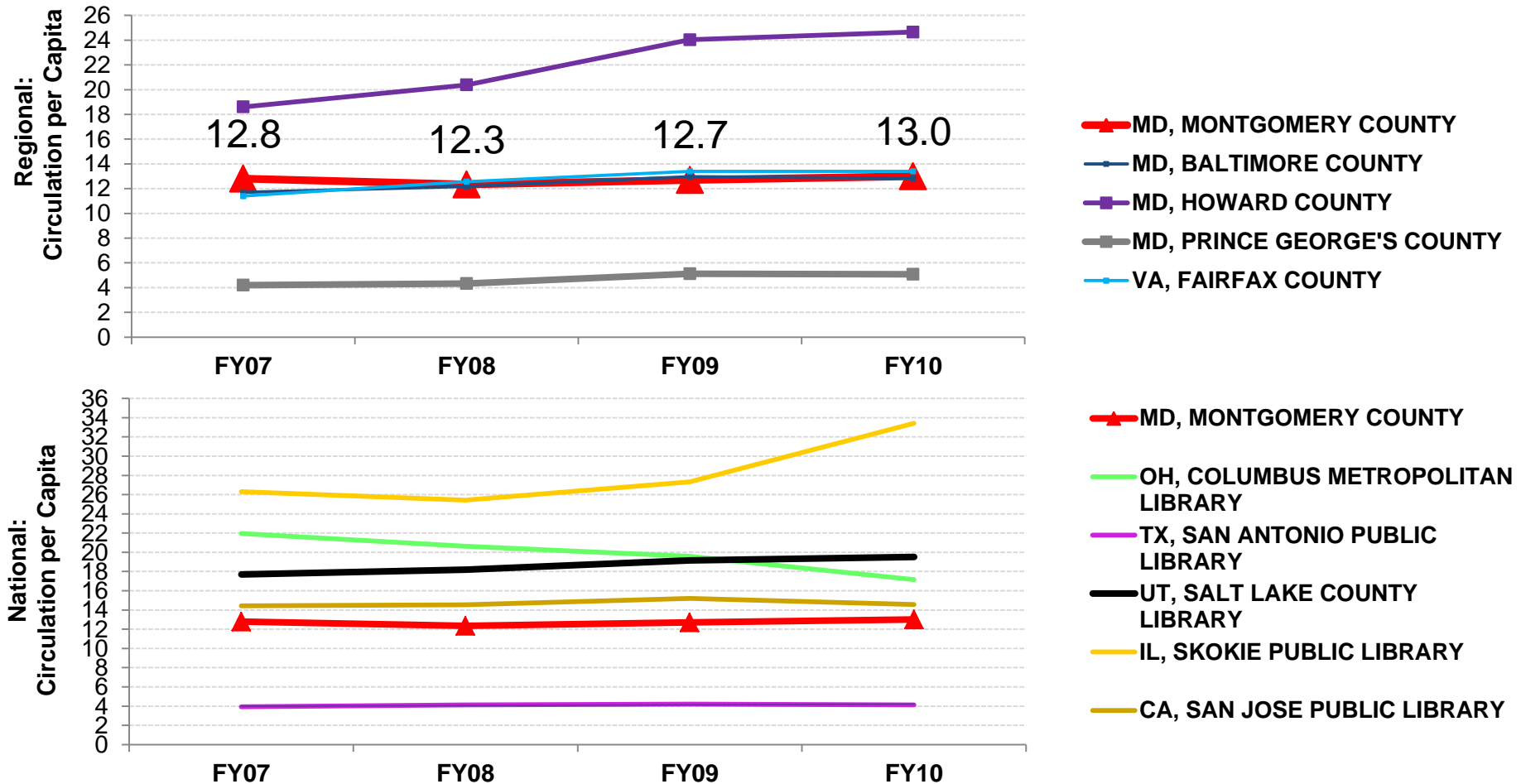
While two library closures and reductions in service hours had negative impacts on circulation, the stability of circulation FY07-FY10 was not on par with benchmark libraries (see slides 13 and 14).



Source: MCPL

Note: FY10 was first year to include EBOOK checkouts.

Regional & National Benchmark Libraries: Circulation per Capita (3/4)



In Montgomery County, circulation per capita increased 1.6% between FY07 and FY10. Other regional libraries increased anywhere between 9.4% and 32.8%.

Source: Institute of Museum and Library Services (IMLS), Public Libraries Survey
Note: IMLS Data has a 2-yr lag.



National Benchmark Libraries: Circulation per Capita (4/4)

Library System	FY07	FY08	FY09	FY10	Percent Change FY07-FY10
MD, Howard County	18.6	20.4	24	24.7	32.80%
IL, Skokie Library	26.3	25.4	27.3	33.4	27%
MD, Prince George's County	4.2	4.3	5.1	5.1	21.40%
VA, Fairfax County	11.4	12.6	13.4	13.4	17.50%
UT, Salt Lake County	17.7	18.2	19.1	19.5	10.20%
MD, Baltimore County	11.7	12.2	13	12.8	9.40%
TX, San Antonio	3.9	4.1	4.2	4.1	5.10%
MD, MONTGOMERY COUNTY	12.8	12.3	12.7	13	1.60%
CA, San Jose	14.4	14.6	15.2	14.6	1.40%
OH, Columbus	22	20.6	19.6	17.2	-21.80%

Across the ten regional and national libraries examined here,
Montgomery County ranks 8th in percent change in
circulation per capita from FY07 to FY10.



Source: Institute of Museum and Library Services (IMLS), Public Libraries Survey
Note: IMLS Data has a 2-yr lag. Data for MCPL FY12 and FY13 is from CountyStat Performance Plans.

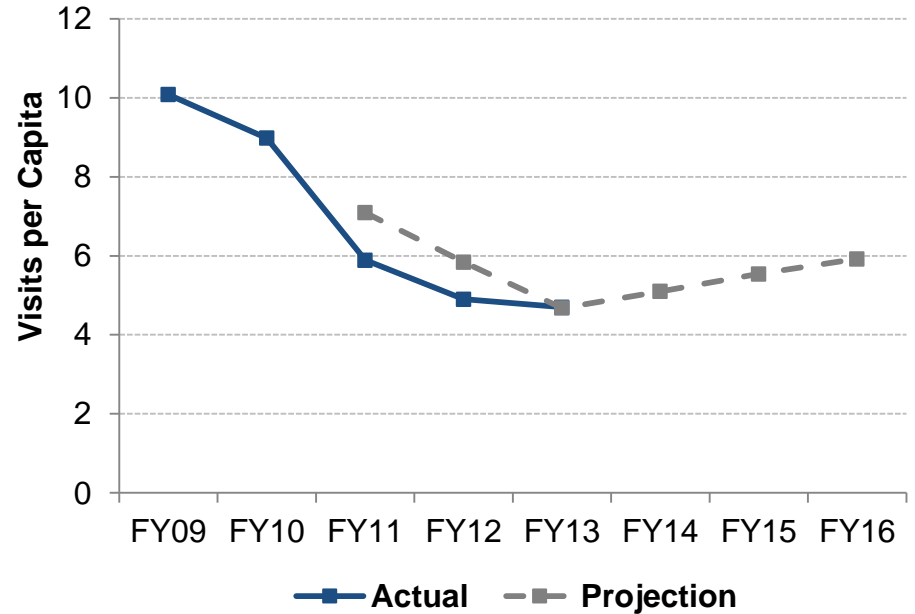
Headline Measure: Library Visits Per Capita

Factors Contributing to Current Performance

- Innovation in establishing partnerships and collaborations
- Innovative Outreach program and Marketing effort engage non-users to come into branches
- Increased Branch Programming
- Increased visits to groups in and out of branches

Factors Restricting Performance Improvement

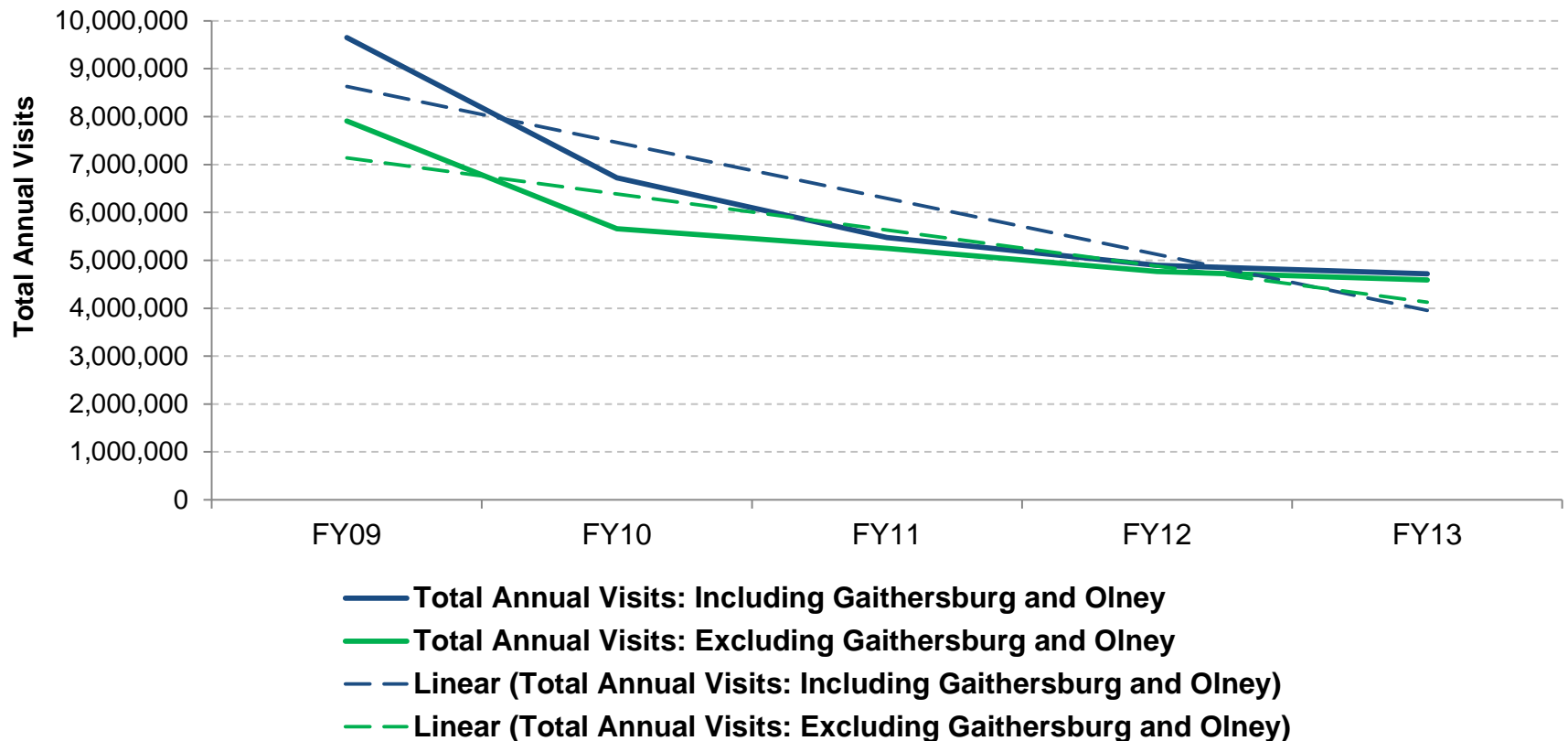
- Gaithersburg and Olney Libraries closed for renovation
- Convenience and improvement in website and electronic resources reduces need of some customers to come into a branch
- Many ways residents have to get information and receive goods
- Reduced hours at 11 branches



Library Visits Per Capita appears to be stabilizing, decreasing only 3.7%, after experiencing a sharp decline of 45.4% FY10 to FY12.



Annual Library Visits: Including vs. Excluding Gaithersburg and Olney

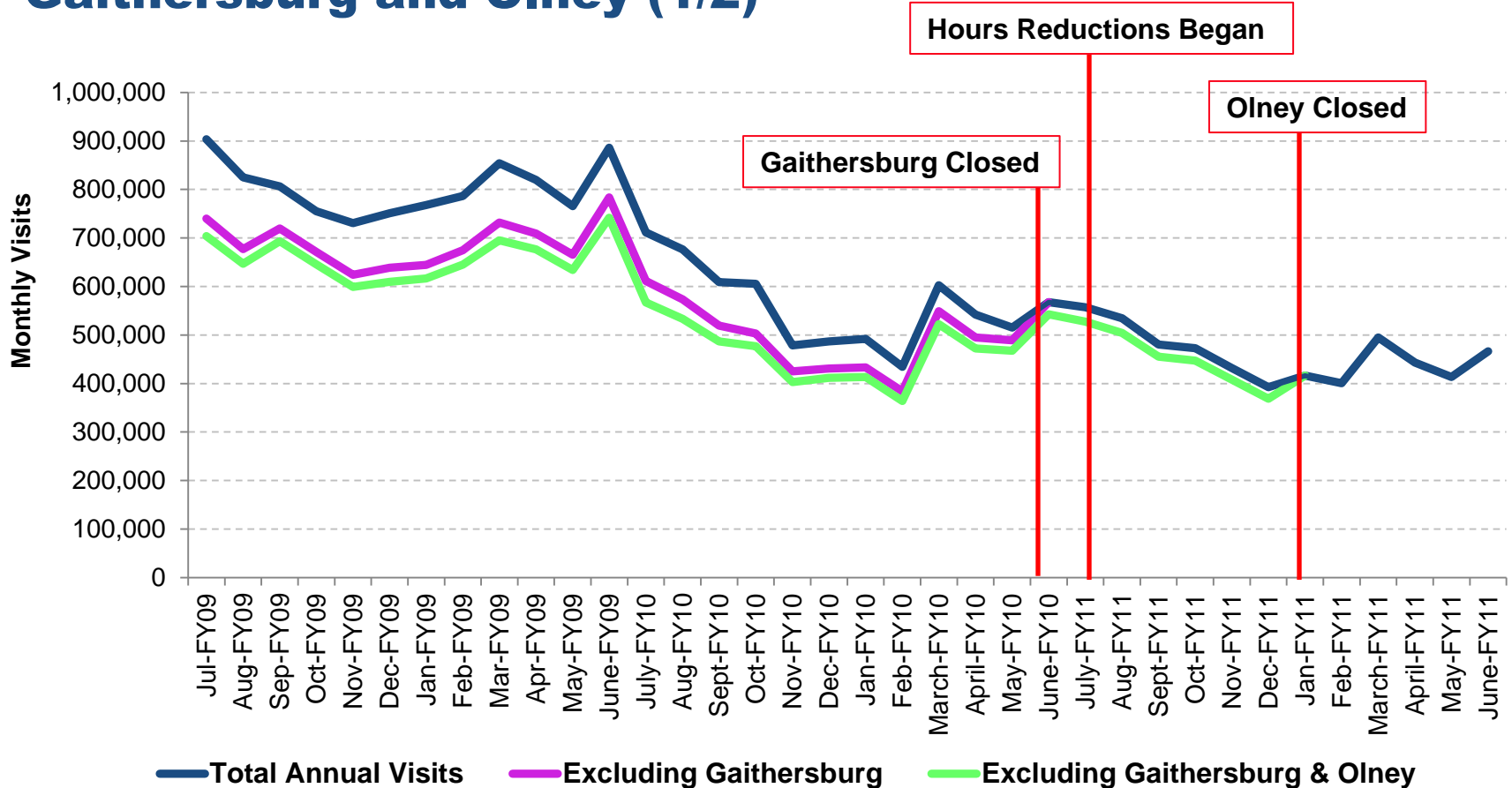


Annual library visits declined FY09-FY13. The closure of two libraries and the reductions in hours may not be the only factors impacting annual visits.



Source: MCPL.

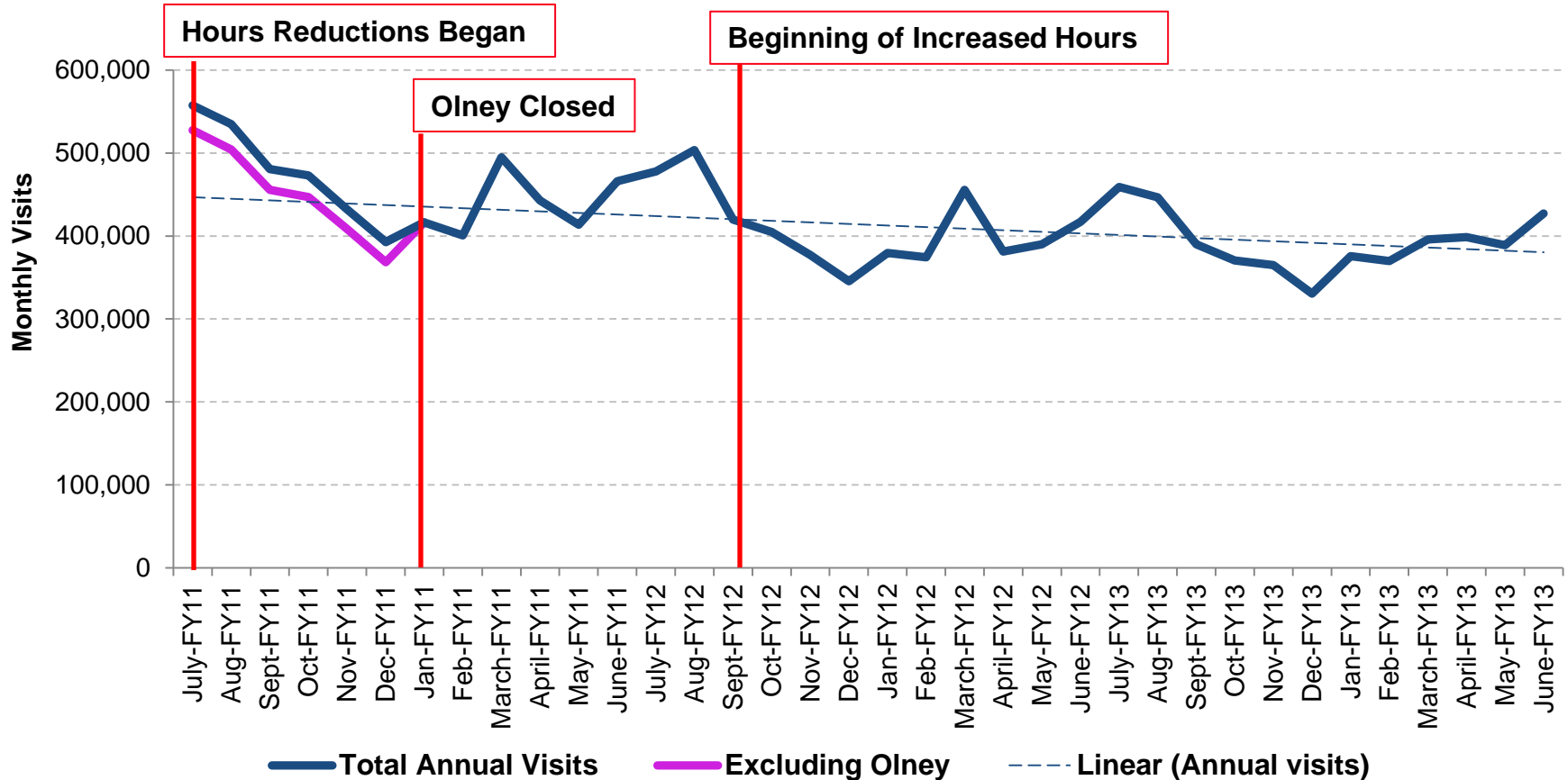
Monthly Library Visits FY09-FY11: Including vs. Excluding Gaithersburg and Olney (1/2)



There is an overall decline in visits from the beginning of FY09 to the end of FY10, which occurred before library closures. Removing Gaithersburg from the equation should not negatively impact monthly visits at the other libraries FY09 through FY10.



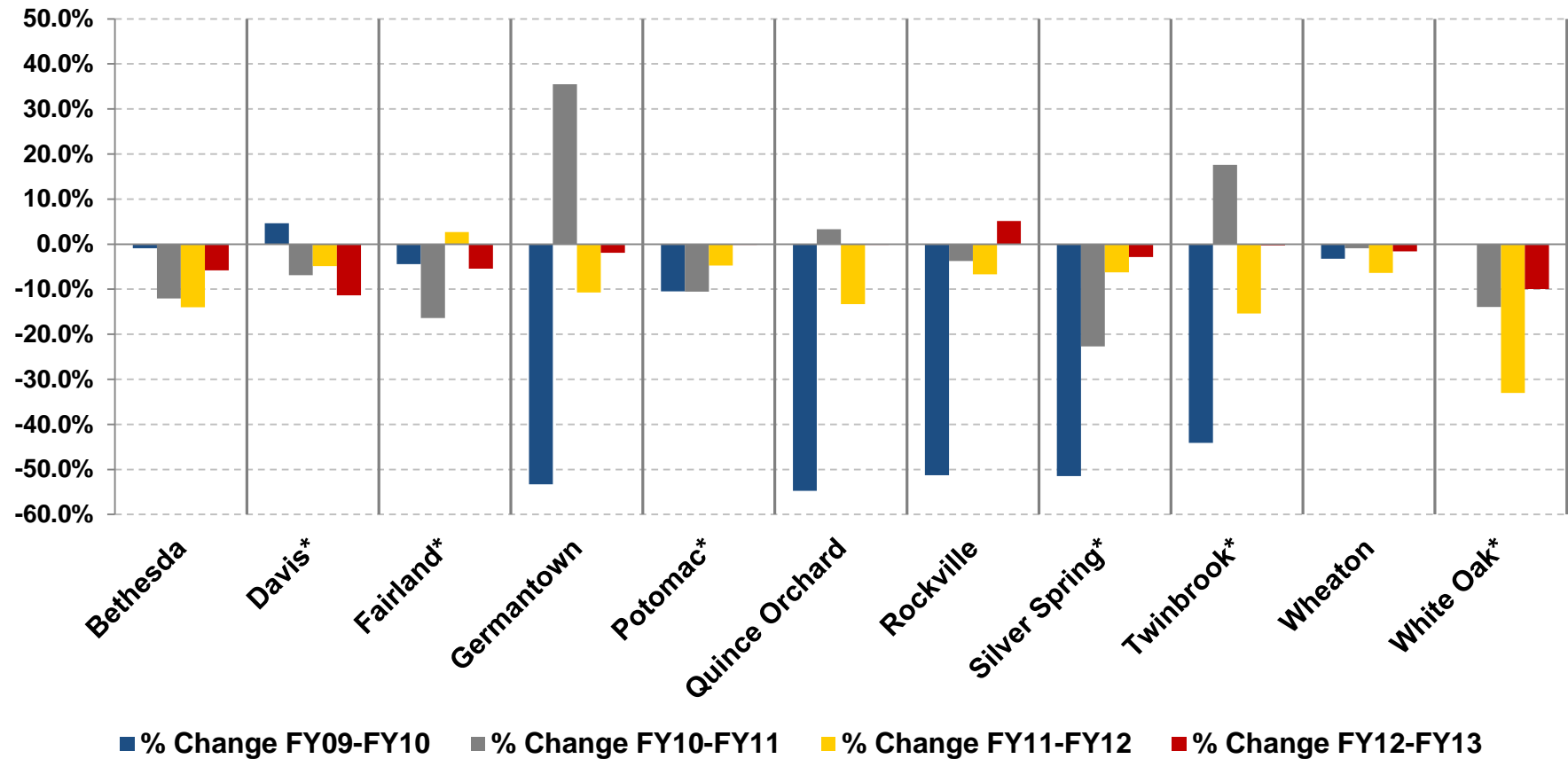
Monthly Library Visits FY11-FY13: Including vs. Excluding Olney (2/2)



The closure of Olney, which was not one of the libraries that reduced hours, does not appear to have had a significant impact on monthly library visits.



Percent Change in Annual Visits: Top 11 Libraries With Most Visits (Excluding Gaithersburg and Olney)

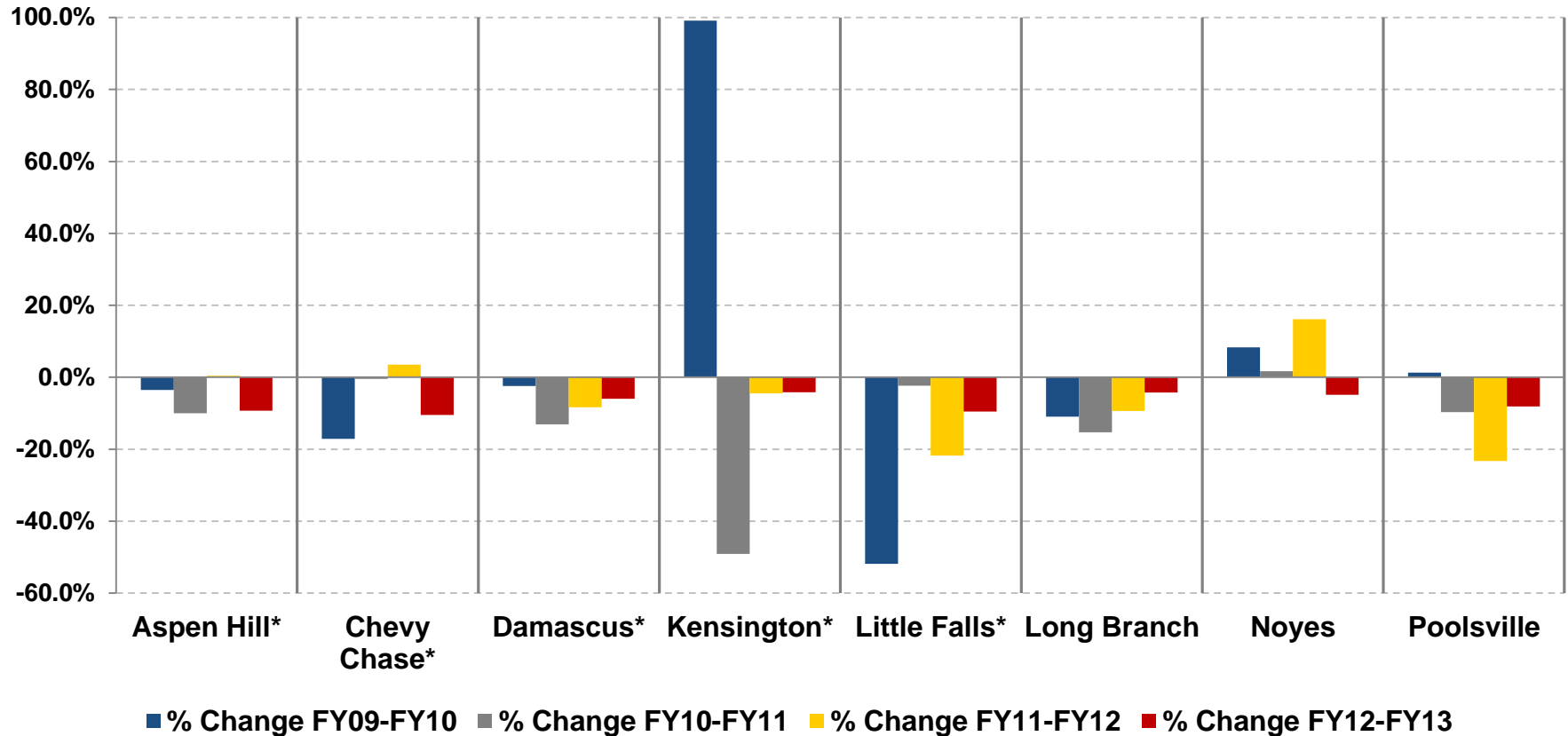


Six of these eleven libraries decreased their hours of operation starting in FY11.

*Reduced operating hours FY11-FY13 (Fairland and Silver Spring reduced operating hours FY11-FY12, resuming FY10-level hours in FY13).



Percent Change in Annual Visits: 8 Libraries With Lowest Annual Visits (Excluding Gaithersburg and Olney)



Five of these eight libraries decreased their hours of operation starting in FY11.



*Reduced operating hours FY11-FY13.

MCPL Customer Satisfaction Survey: Conducted Every Three Years

2008 Survey Overview

- Open from 13 April to 19 April 2008
- 8,036 respondents
- Administered via paper surveys at all branches

2011 Survey Overview

- Open from 10 April to 21 April 2011
- 7,789 respondents
- Administered via online survey as well as via paper
- Advertised survey during National Library Week on County website, Facebook, and other partner websites

MCPL Customer Satisfaction Survey 2011

Please help us improve the delivery of library services and programs by completing this survey. The answers you provide will be kept strictly confidential.

1. In general, over the past year, what were your main reasons for using the Library? Please check all that apply.

- ☐ Educational purposes (for homework, research or to take a class)
- ☐ Entertainment (leisure-time materials for reading, viewing or listening)
- ☐ Information (health, jobs, financial, news, business, travel, etc.)
- ☐ Borrowed books and/or other materials
- ☐ Read newspapers or magazines
- ☐ Used the computer and/or Internet services
- ☐ Meet up with friends
- ☐ Attended a program or meeting

Other (please specify) _____

2. How often do you usually visit the Library? Please check one answer.

- ☐ Daily
- ☐ Weekly
- ☐ Monthly
- ☐ Several times a year
- ☐ Today is my first visit to MCP
- ☐ Don't recall

3. Which of the following statements best describes how frequently you use the Library website?

- ☐ Daily
- ☐ Weekly
- ☐ Monthly
- ☐ Several times a year

2011 Online Survey

FY08	FY09	FY10	FY11	FY12	FY13	FY14 Projection
96%	N/A	N/A	91%	N/A	N/A	TBD

CountyStat supports MCPL's decision to conduct the Customer Satisfaction Survey every year and increase patron input to guide collection and programming decisions. CountyStat is available to assist with survey analysis.



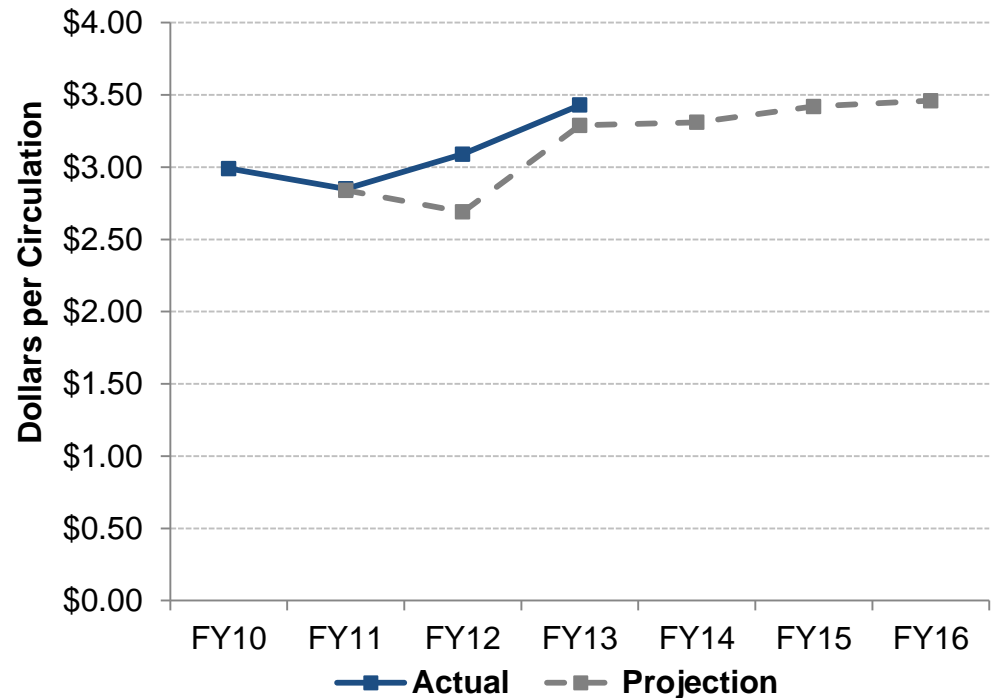
Headline Measure: Cost Per Circulation

Factors Contributing to Current Performance

- Quality of staff work, efficient and lean organizational structure
- Administration reorganization and cost savings measures in all areas
- “Zero-based” budget approach, total reorganization of staff and service priorities

Factors Restricting Performance Improvement

- Increase in staffing costs (medical benefit cost rates, etc.)
- A cost per circulation too far below our peer systems is an indication of reduced investment, not service improvement
- Many ways residents have to get information and receive goods.



Cost Per Circulation increased 11% from FY12, and is up 14.7% from FY10.



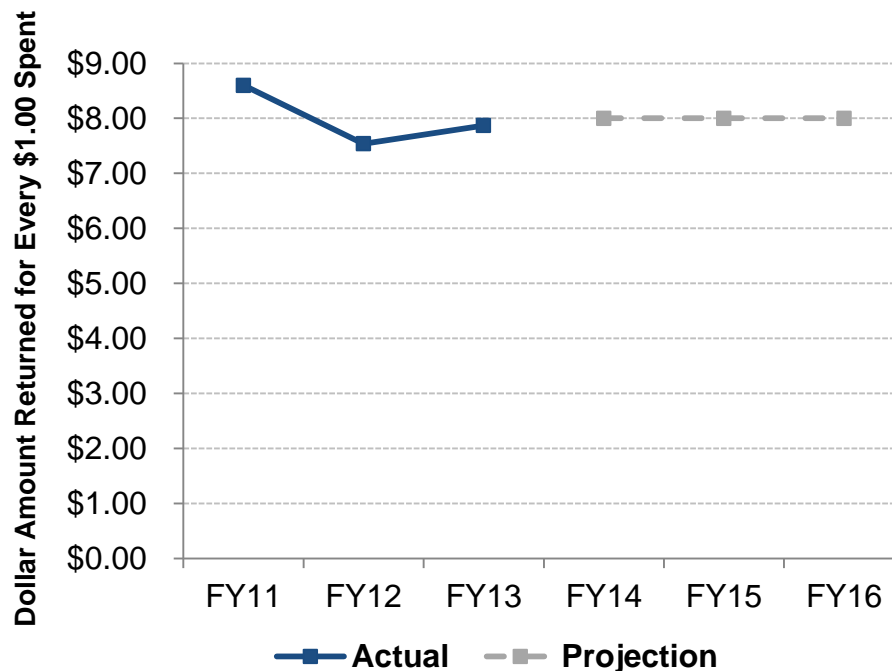
Headline Measure: Return on Investment

Factors Contributing to Current Performance

- Compelling savings for users, approximately \$264 per user, or \$545 per household
- 750,000+ account holders
- 21 branch locations, plus 24/7 virtual services
- 123.5 FTE of state-certified librarians
- Access to programs and materials that support academic achievement at all ages
- Over 4,450 programs offered for all ages by staff, volunteers, and professional performers

Factors Restricting Performance Improvement

- Increased availability of smart phones
- Marketing: ensuring customers know the services and how to use them
- Limited availability of E-book titles to public libraries is not sufficient to meet customer demands
- Ability to identify and measure Key Performance Indicators / outputs
- Reduced library branch hours



Patron surveys to identify personal value is common in calculating a library's ROI, but is not used by MCPL.



*First year of Headline Measure

Breakdown of Return on Investment: Step 1, Calculating Value of Services Created (1/2)

Element	Fiscal Year	Services Provided	Total Value	Value per Unit	Method
Library Materials Services					
Library Holds Fulfilled:	FY11	578,176	\$3,260,912.64	\$5.64	Shipping Savings
	FY12	565,529	\$3,189,583.56	\$5.64	
	FY13	537,372	\$3,030,778.08	\$5.64	
Interlibrary Loans Fulfilled:	FY11	19,506	\$487,650.00	\$25.00	Savings Vs. Purchase
	FY12	28,404	\$710,100.00	\$25.00	
	FY13	29,349	\$733,725.00	\$25.00	
In-House Use of Library Materials:	FY11	1,067,066	\$22,919,810.53	\$31.31	
	FY12	1,007,506	\$20,216,850.49	\$20.07	
	FY13	1,087,432	\$19,796,536.12	\$18.20	
Checked out Library Materials:	FY11	7,456,619	\$169,720,033.64	\$31.31	
	FY12	6,493,009	\$145,003,670.24	\$22.33	
	FY13	6,122,374	\$135,981,195.04	\$22.21	

MCPL calculates the value of *Interlibrary Loans Fulfilled* by using Amazon.com average price, plus shipping and handling. How do Amazon prices compare to www.betterworldbooks.com and www.barnesandnoble.com?
What about books available on eBay?



Breakdown of Return on Investment: Calculating Value of Services Created (2/2)

Element	Fiscal Year	Services Provided	Total Value	Value per Unit	Method
Library Materials Services					
Downloadable E-Book and AudioBook (Overdrive Epub and PDF):	FY11	34,258	\$513,870.00	\$15.00	Shipping Savings
	FY12	117,356	\$1,760,340.00	\$15.00	
	FY13	201,706	\$3,025,590.00	\$15.00	
Downloadable Audio Circulation (netLibrary+Overdrive WMA, MP3):	FY11	64,632	\$643,088.40	\$9.95	Savings Vs. Purchase
	FY12	67,294	\$669,575.30	\$9.95	
	FY13	87,551	\$871,132.45	\$9.95	
Electronic Database Use (Downloads):	FY11	1,099,375	\$8,102,393.75	\$7.37	
	FY12	1,162,496	\$8,567,595.52	\$7.37	
	FY13	1,196,218	\$23,864,549.10	\$19.95	
Electronic Database Use (Reference USA):	FY11	963,634	\$240,908.50	\$0.25	
	FY12	291,483	\$72,870.75	\$0.25	
	FY13	322,574	\$122,578.12	\$0.38	

MCPL calculates the value of *Downloadable E-Books* by using Amazon.com average price. What about e-books available at www.goodreads.com or www.free-ebooks.net? Also, there are over 79,000 Montgomery County Residents enrolled in college or graduate school who have free access to electronic databases.



Breakdown of Return on Investment: Step 2, Summary of Services Value Created

Summary of Services Value Created	FY11	FY12	FY13	% Difference FY11-FY13
Savings for Customers by Using Free Information Services (consultation with librarians, programs, public access computers, basic literacy tutoring and English as a Second Language classes)	\$17,049,713.84	\$15,072,078.96	\$41,001,235.12	140.5%
Savings for Customers by Using Free Library Materials	\$205,888,667.46	\$180,194,088.21	\$187,542,329.68	-8.9%
Savings for Customers by Using Other Services (meeting room rental)	\$345,089.08	\$360,331.08	\$1,928,737.32	458.9%
Total Value Provided Est.	\$223,283,470.38	\$195,626,498.25	\$230,472,302.12	3.2%

MCPL calculates the total value of services offered by generating estimates for the value of services offered compared to private sector options and then grouping them into thematic units.



Breakdown of Return on Investment: Step 3, Calculating Total Return on Investment

	FY11	FY12	FY13
Value Returned on each \$1 Invested by Community	\$8.60	\$7.54	\$7.87
Total Services Value Created (Savings)	\$223,283,470.38	\$195,626,498.25	\$230,472,302.12
Less Total Library Expenditures to Provide Services	\$(28,930,203.49)	\$(29,032,989.83)	\$(31,958,316.87)
Less Rough Estimate Other County Costs for Libraries	\$(3,500,000.00)	\$(3,500,000.00)	\$(3,500,000.00)
Plus Revenues, Aid, Grants	\$6,462,274.70	\$6,598,062.00	\$6,163,478.57
<u>Estimated Total Costs to Provide Services</u>	<u>\$(25,967,928.79)</u>	<u>\$(25,934,927.83)</u>	<u>\$(29,294,838.30)</u>
Estimated Net Value of Services	\$197,315,541.59	\$169,691,570.42	\$201,177,463.82
Net Value Per Household	\$542.45 (363,750 Households)	\$465.06 (364,880 Households)	\$545.77 (368,611 Households)
Net Value Per Capita	\$203.12 (971,400 Residents)	\$171.49 (989,540 Residents)	\$201.33 (999,247 Residents)
Net Value Per Cardholder	\$287.31 (686,777 Card-holders)	\$247.08 (686,777 Card-holders)	\$292.93 (686,777 Card-holders)

Since FY11, the calculated ROI has decreased 8.5%.



Value in Calculating ROI:

- ROI is based on dollars and cents. Therefore, the ability to appropriately *quantify* investments/expenditures/services and returns is indispensable.
- ROI answers the following questions:
 - How much money will be gained by this investment?
 - Will putting resources into a service yield a measureable financial benefit?
- **Many Library Systems in other states calculate ROI**
 - However, they all rely heavily on feedback from library patrons (through surveys and/or focus groups) about the value *they* place on library materials and services.
- **Two typical ROI study approaches:**
 - Contingent Valuation
 - Willingness-to-pay (WTP): what is the maximum amount a library patron is willing to pay for the materials and services offered by the library
 - Market Valuation
 - The amount a library patron would have paid if they sought those materials and services from non-library entities

Considering the time and effort it takes to calculate ROI, its lack of input from patrons, as well as its limited use for making decisions about materials purchasing, program scheduling, and operations, CountyStat recommends discontinuing this as a Headline Measure. MCPL should consider setting up a personal ROI calculator on their website for patrons to use. Data collected from that tool could help inform decisions.



Responsive and Sustainable Leadership

Overview of Responsive and Sustainable Leadership:

Area	Measure	FY12	FY13	Change
Effective and Productive Use of the Workforce/ Resources	Average overtime hours worked by all full-time, non-seasonal employees.	.005	.004	↑
	Workforce availability for all full-time, non-seasonal employees.	83.5%	83.5%	↔
Internal Control and Risk Management	Fully implemented audit report recommendations since issuance of the audit report	50%	50%	↔
	Number of work-related injuries	27	14	↑
Succession Planning	Percent of identified key position/ functions that have developed and implemented long-term succession planning	N/A	84.4%	NEW
Environmental Stewardship	Print and mail expenditures	\$59,684	\$71,164	↓
	Paper purchased	2,210,000	1,879,250	↑



Departmental Challenges

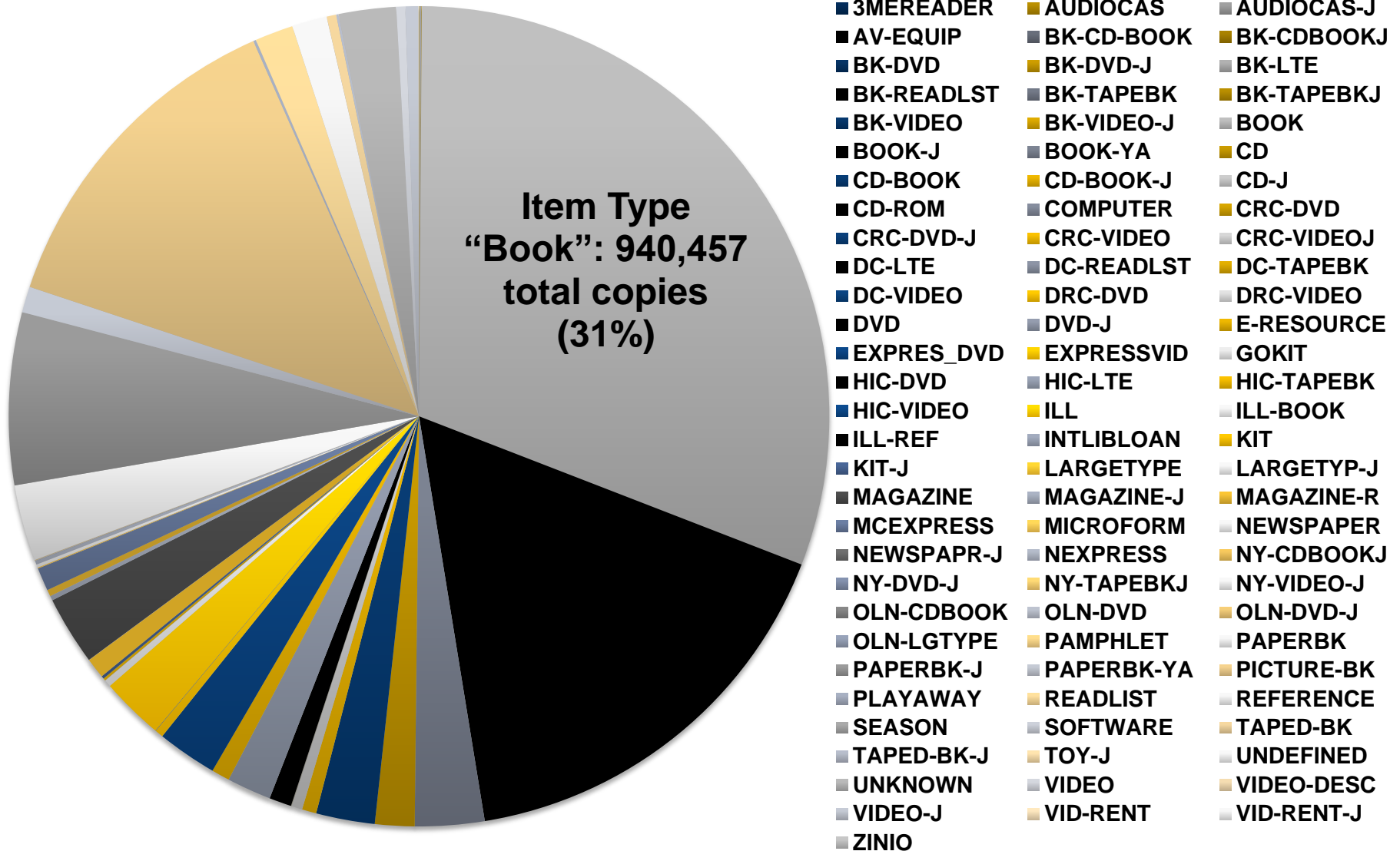
Library Collection: Analysis Tools

- **SirsiDynix Director's Station: MCPL's Integrated Library System (ILS)**
- **CollectionHQ: an online, subscription-based performance improvement solution that is interoperable with MCPL's ILS**

MCPL expressed concern over collection analyses and the impacts on materials purchasing decisions.



Collection Analysis Challenges SirsiDynix (1/3): Item Type



Collection Analysis Challenges SirsiDynix (2/3): Item Type

- **The SirsiDynix Symphony database provides great flexibility**
 - It employs an n-tier architecture, which enables scalability and modularity
 - Provides comprehensive ILS functionality, including the following capabilities:
 - Modules for Circulation
 - Cataloging
 - Serials
 - Acquisitions
 - Outreach
 - Materials Booking
 - Reserves,
 - Accountability, and more

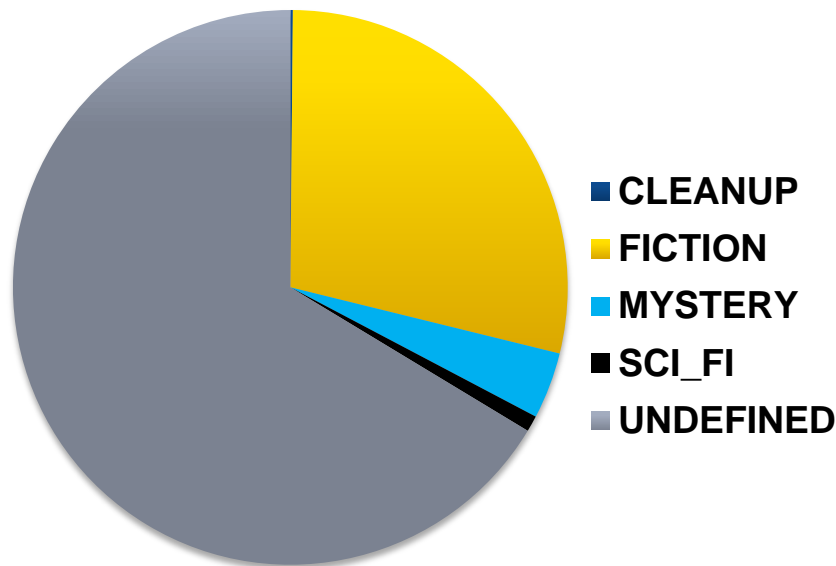
With more than 100 Item Types, including 68,938 total copies listed in Item Type “Unknown”, it appears that MCPL has great potential to review best practices and increase utilization of its ILS database in a manner that will improve collection analyses.



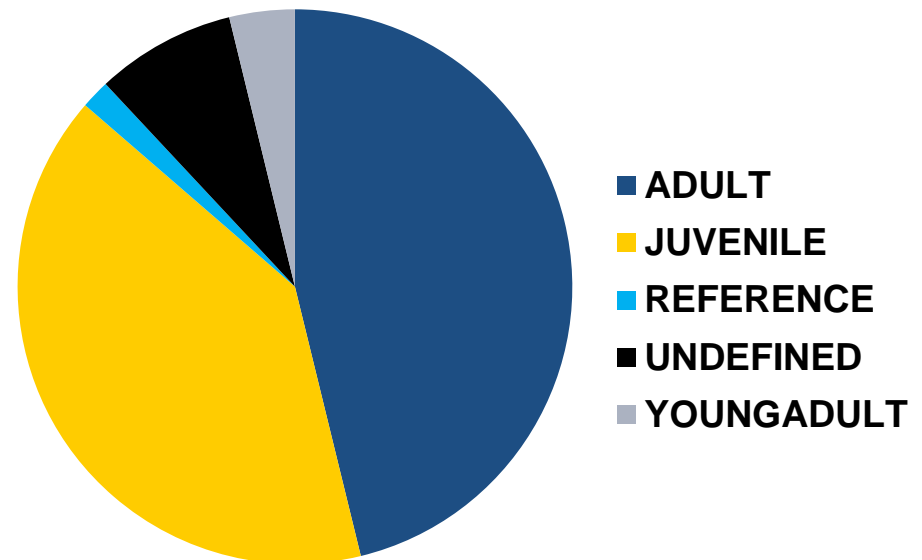
Source: <http://www.libraries.psu.edu/content/dam/psul/up/groups/documents/6.pdf>

Collection Analysis Challenges SirsiDynix (3/3): Item Category 1 and Item Category 2

Item Category 1



Item Category 2



In slide 34 we saw that Item Types include “Book-J” and “Book-YA”, which appear to duplicate Item Category 2. Again, it appears that MCPL has great potential to review best practices and increase utilization of their ILS database for improved collection analyses.



Collection Analysis Challenges: CollectionHQ (1/6)

The top screenshot displays the 'academy non-fiction tools' interface. It features a sidebar menu with 'Non-Fiction Tools' expanded, showing options like 'Collection Maintenance' and 'Collection Demand'. The main content area is titled 'System Wide Collection Check Summary' and includes a link to a video demonstration.

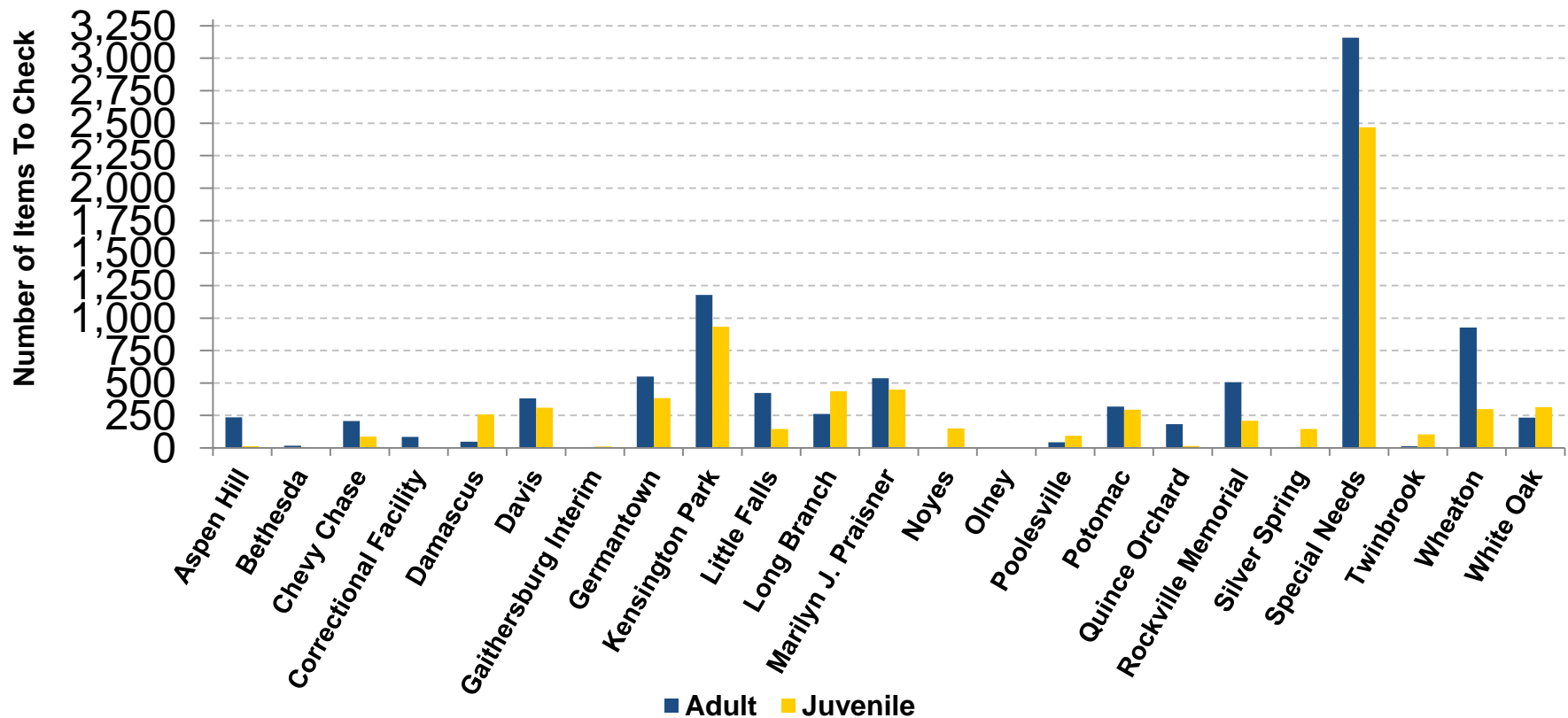
The bottom screenshot displays the 'academy fiction tools' interface. It features a sidebar menu with 'Fiction Tools' expanded, showing options like 'Collection Maintenance' and 'Collection Demand'. The main content area is titled 'System Wide Collection Check Summary' and includes a detailed explanation of the tool's purpose and usage, along with a link to a video demonstration.

According to collectionHQ, “The Collection Check tool identifies items which have likely gone missing from a library. As such, we advise not proceeding on to use other collectionHQ tools until sufficient progress has been made in Collection Check....”

MCPL states: The Collection Check report identifies items to be reviewed at each branch. MCPL sets the parameters for this report to identify items that have not been checked out in 12-18 months. These items may be miss-shelved, missing, or outdated.



Collection Check Summary: Fiction (2/6)



There are more than 13,000 adult and 8,000 juvenile fiction items that require checking.

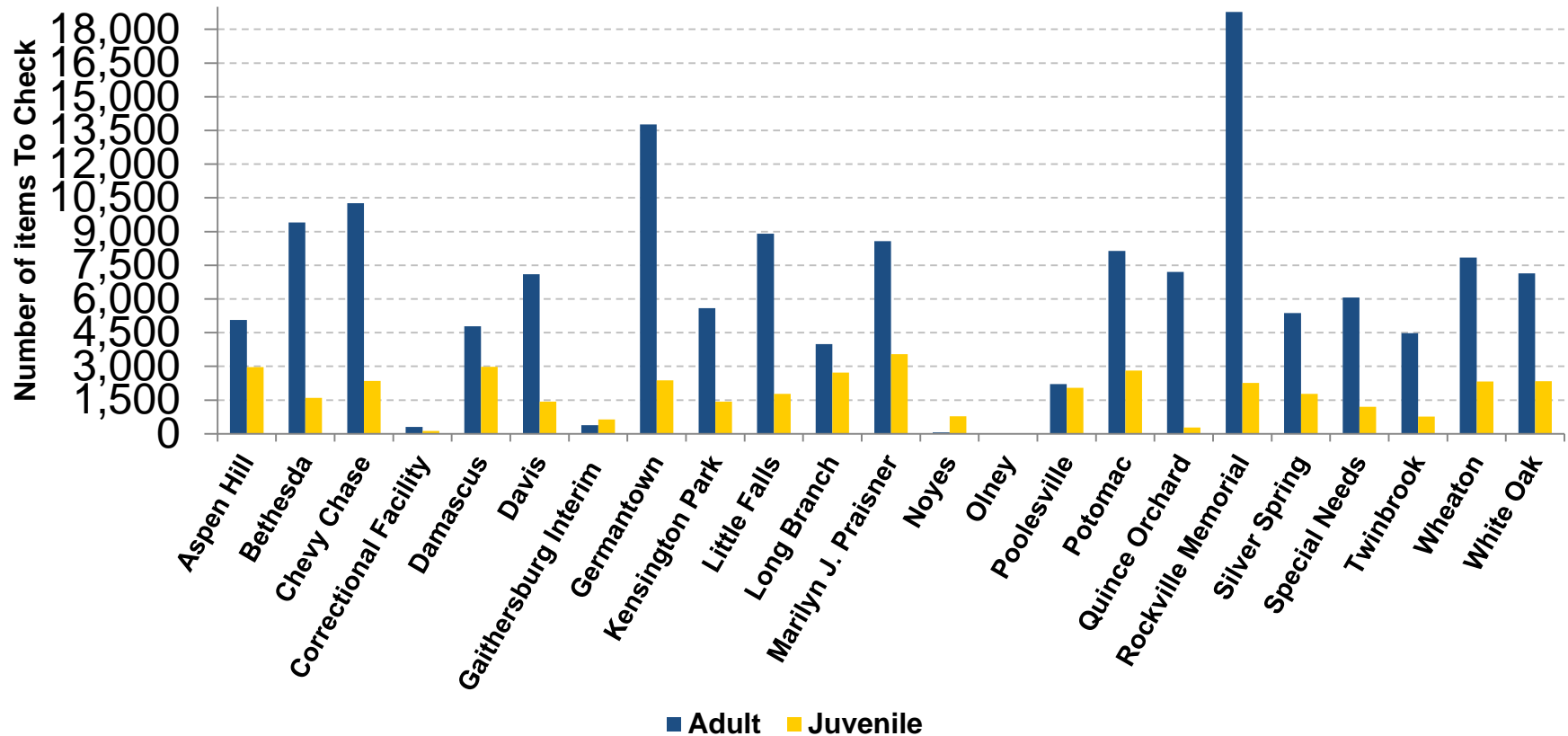
Source: MCPL's collectionHQ, Fiction Reports, Collection Maintenance – System Wide Collection Check Summary, Dataset Name 06-Feb-14, Audience Adult/Juvenile, Group By Library: Feb 25, 2014 12:48 PM/12:55 PM

Note: Calculations include Archives, Admin_HQ, Ask-a-Librarian, and E-Library that are not included in chart.

MCPL states that the "Special Needs" library location was used during this period to hold items for the Gaithersburg/Olney branches in storage.



Collection Check Summary: Non-Fiction (3/6)



There are more than 160,000 adult, 49,000 juvenile, and 714 young adult (not included in graph) non-fiction items that require checking.

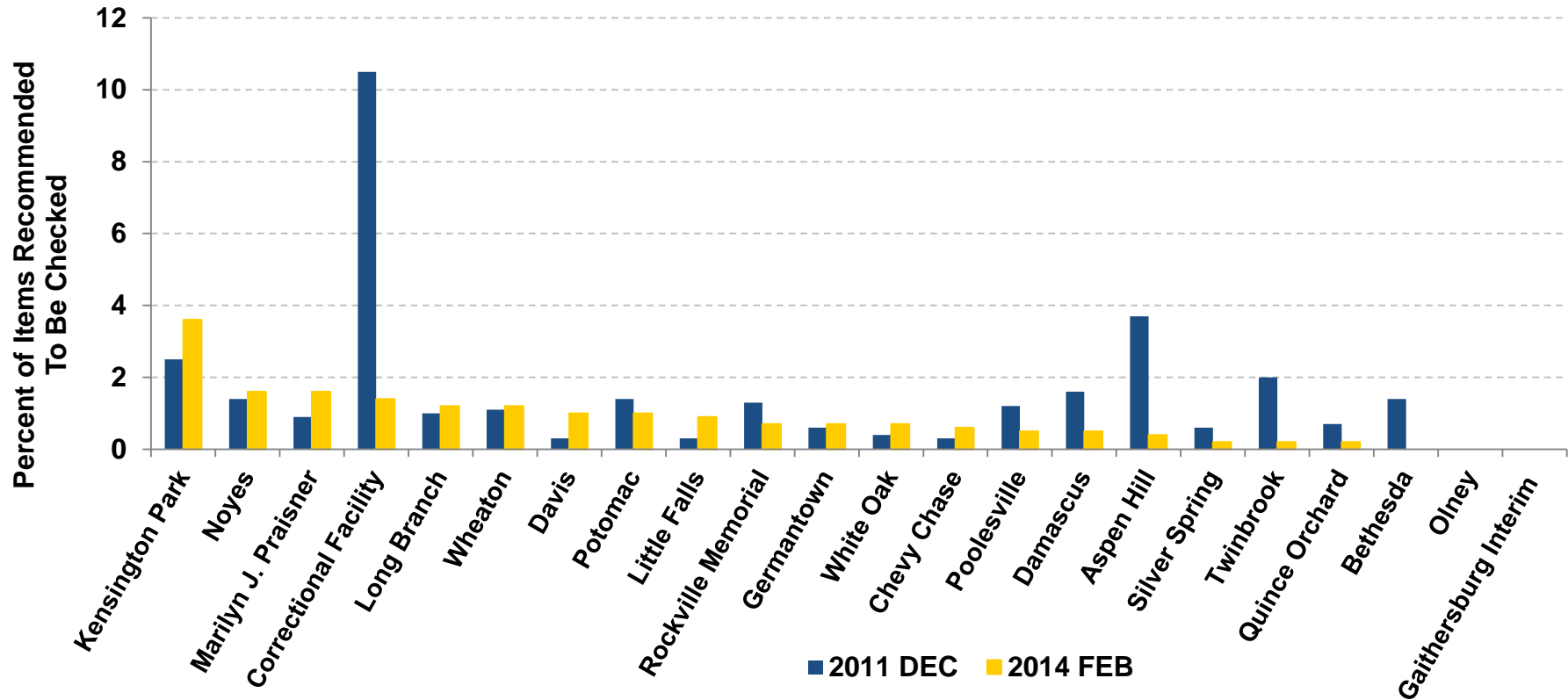
Source: MCPL's collectionHQ, Fiction Reports, Collection Maintenance – System Wide Collection Check Summary, Dataset Name 06-Feb-14, Audience Adult/Juvenile, Group By Library: Feb 25, 2014 12:48 PM/12:55 PM

Note: Calculations include Archives, Admin_HQ, Ask-a-Librarian, and E-Library that are not included in chart.

MCPL states that the "Special Needs" library location was used during this period to hold items for the Gaithersburg/Olney branches in storage.



Collection Check Performance Summary Fiction: Benchmark to December 2011 (4/6)



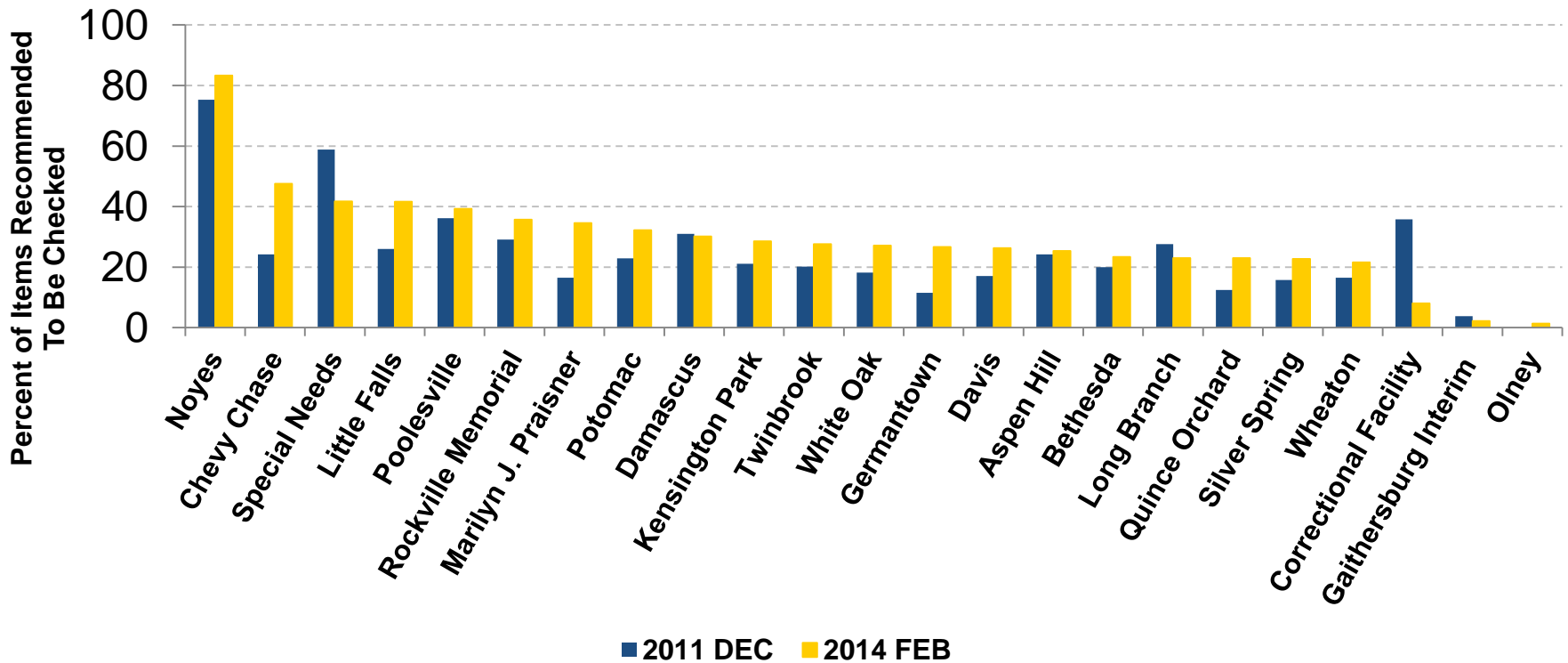
It appears that efforts have been made to keep track and address fiction materials since collectionHQ was installed in December 2011.

Source: MCPL's **collectionHQ**, Performance Reports, Fiction – Collection Check – Performance Summary (Fiction): Feb 25, 2014 4:19 PM

Note: Calculations include Archives, Admin_HQ, Ask-a-Librarian, E-Library, and Special Needs that are **not included in chart**. MCPL states that the "Special Needs" library location was used during this period to hold items for the Gaithersburg/Olney branches in storage.



Collection Check Performance Summary Non-Fiction (Adult): Benchmark to December 2011 (5/6)




It appears that more efforts are required to track and address non-fiction materials.

Source: MCPL's **collectionHQ**, Performance Reports, Non-Fiction – Collection Check – Performance Summary (Non-Fiction): Feb 25, 2014 4:13 PM

Note: Calculations include Archives, Admin_HQ, Ask-a-Librarian, and E-Library that are not included in chart. MCPL states that the “Special Needs” library location was used during this period to hold items for the Gaithersburg/Olney branches in storage.



CollectionHQ Management Module (6/6)



maintain

On average, 12% of our clients' collection is MISSING before they start using collectionHQ.

collectionHQ offers useful tools to help identify missing and long overdue items from the catalog.

Customer Service

Most libraries are promoting their OPACs as a way for customers to discover and reserve items. If 12% of items on that catalog are actually missing then 12% of requests will result in frustration, wasted time and poor customer service experience.

Performance Reporting

When reporting Stock Turn figures, clearly an accurate collection size is imperative.

Overall, there could be as much as 10% of MCPL's collection that requires checking; some of the items could be missing or mis-shelved. This impacts collection analyses and MCPL's performance measures relating to circulation.



Source: www.collectionhq.com/Manage.html

Collection Recommendations

- **Performing Collection Checks**
 - It is critical to continuously monitor for underused and potentially missing items

- **Item Types**
 - Consider consolidation or other improvements in Item Types, like the elimination of “undefined” and “unknown”, to improve collection analysis



Using External Data Sources

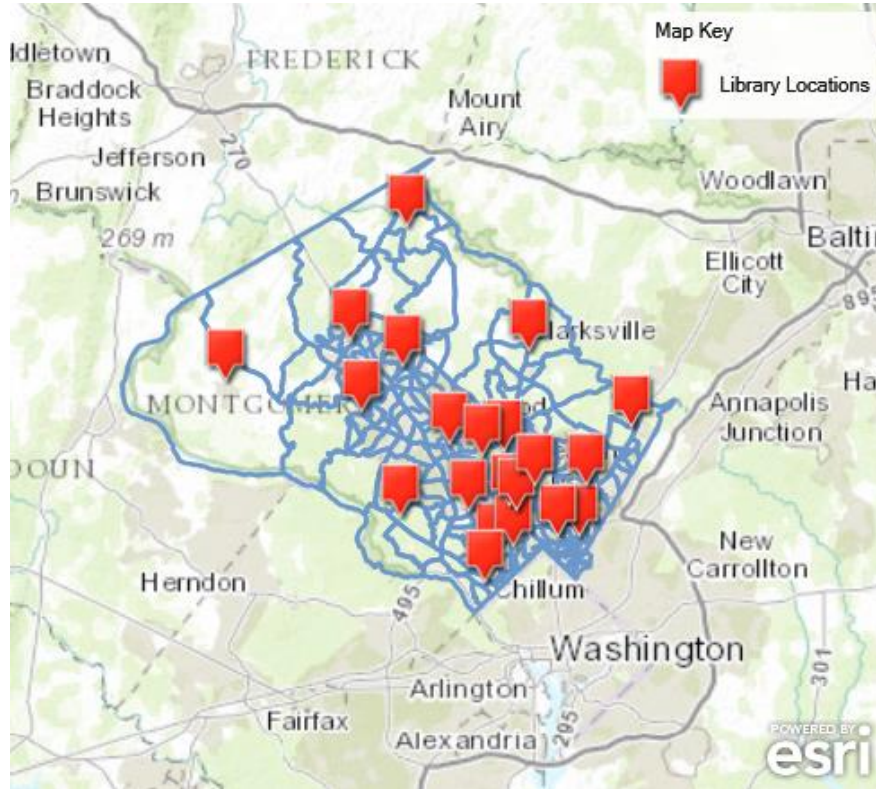
MCPL Requested Assistance With Identifying External Data Sources to Enhance Decision-Making (1/2)

Key Considerations	Recommendations
The need for consistency and accuracy in using population estimates for MCPL's performance measures	U.S. Census, ACS 5-year estimates, Table DP02: Selected Social Characteristics in the United States
Using reliable demographics and consumer spending data for materials collection and programming decisions	<ul style="list-style-type: none">• U.S. Census, ACS 1-year estimates, Table DP02: Selected Social Characteristics in the United States• Bureau of Labor Statistics, Consumer Expenditure Surveys
Maintaining focus on the goal of supporting literacy development	Maryland State Department of Education's Annual Report on School Readiness for children's language and literacy development



U.S. Census & Bureau of Labor Statistics Survey Data

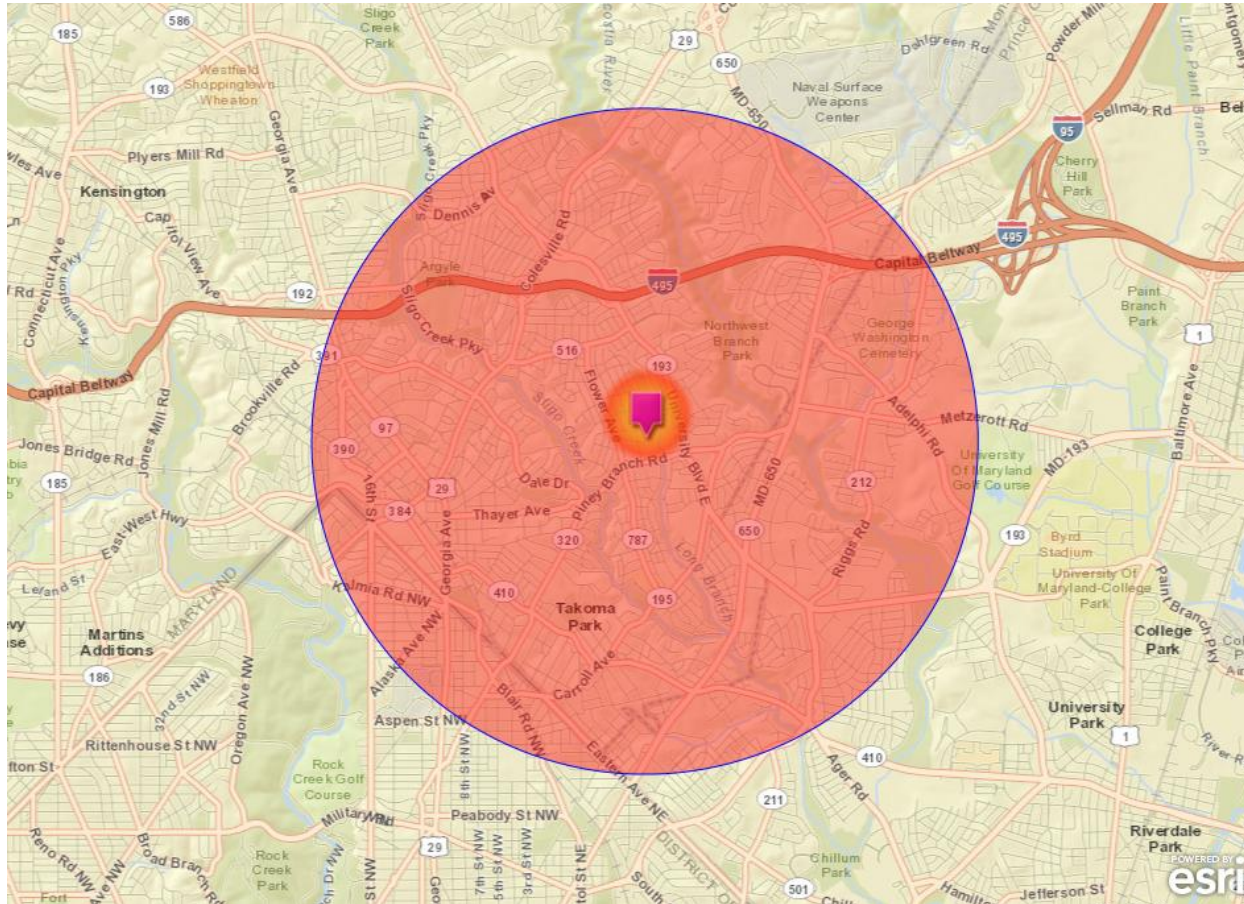
Population, Demographics, and Consumer Spending Data



Using U.S. Census Tracts, MCPL can examine population and demographic data around library locations. Add data from Consumer Expenditure Surveys conducted by the Bureau of Labor Statistics and MCPL can market each branch to the specific spending behaviors in each community.



Three Mile Radius Around Long Branch Library (1/4)

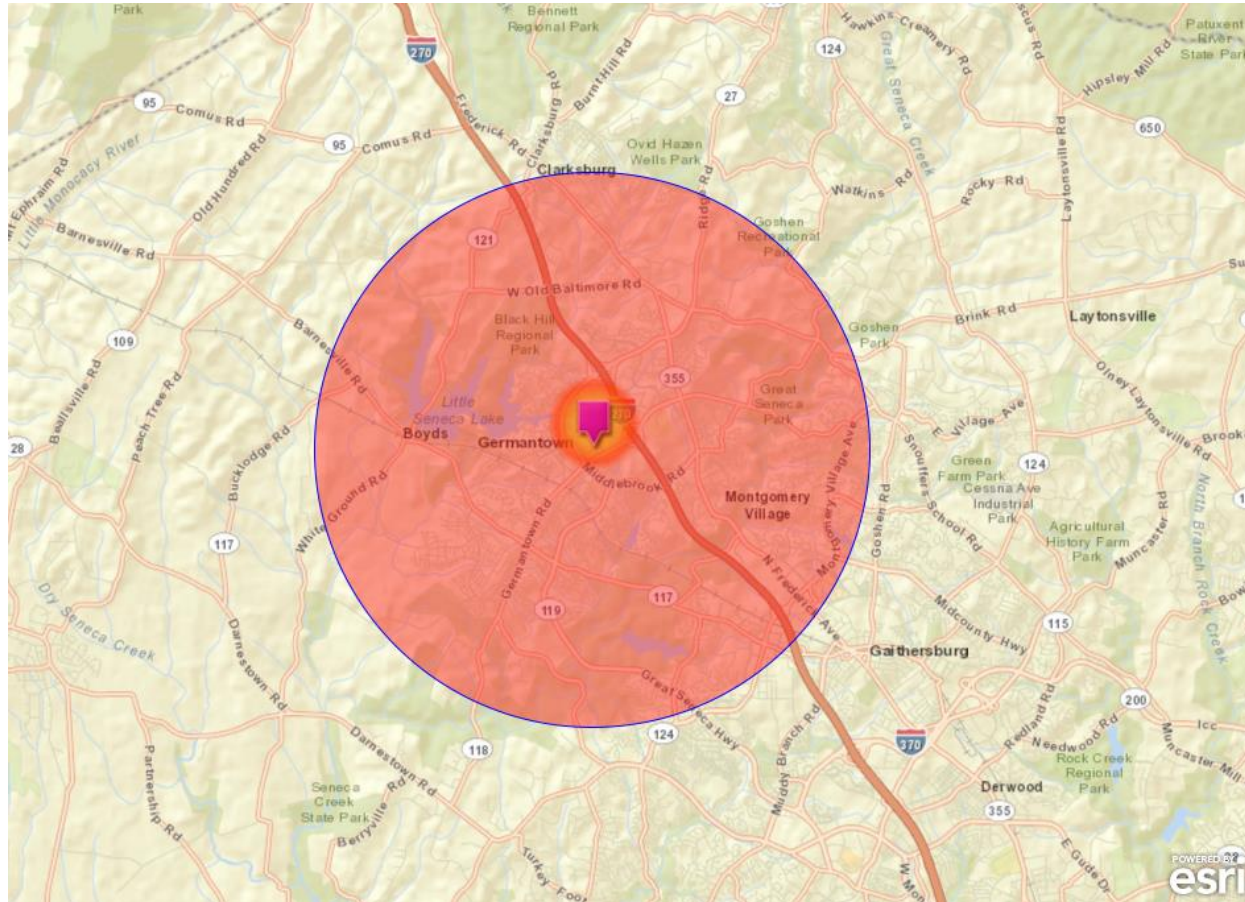


Population and Demographics Data Around Long Branch Library: 2007-2011 ACS Estimates (2/4)

	Montgomery County	Long Branch Library 3 Mile Radius	Long Branch, as Percent of Whole County
Total Population	959,738	219,094	22.8%
Total Households	355,434	78,169	22%
Ages 18-64 Speaks Spanish	99,256	43,530	43.9%
Speaks English “not well”	22,640	14,832	65.5%
Ages 65+ Speaks Asian and Pacific Island Languages	10,615	1,206	11.4%
Speaks English “not at all”	1,890	251	13.3%



Five Mile Radius Around Germantown Library (3/4)



Population and Demographics Data Around Germantown Library: 2007-2011 ACS Estimates (4/4)

	Montgomery County	Germantown Library 5 Mile Radius	Germantown, as Percent of Whole County
Total Population	959,738	192,633	20%
Total Households	355,434	69,571	19.6%
Ages 18-64 Speaks Spanish	99,256	24,513	24.7%
Speaks English “not well”	22,640	4,995	22.1%
Ages 65+ Speaks Asian and Pacific Island Languages	10,615	1,696	16%
Speaks English “not at all”	1,890	307	16.2%



Maryland State Department of Education Data

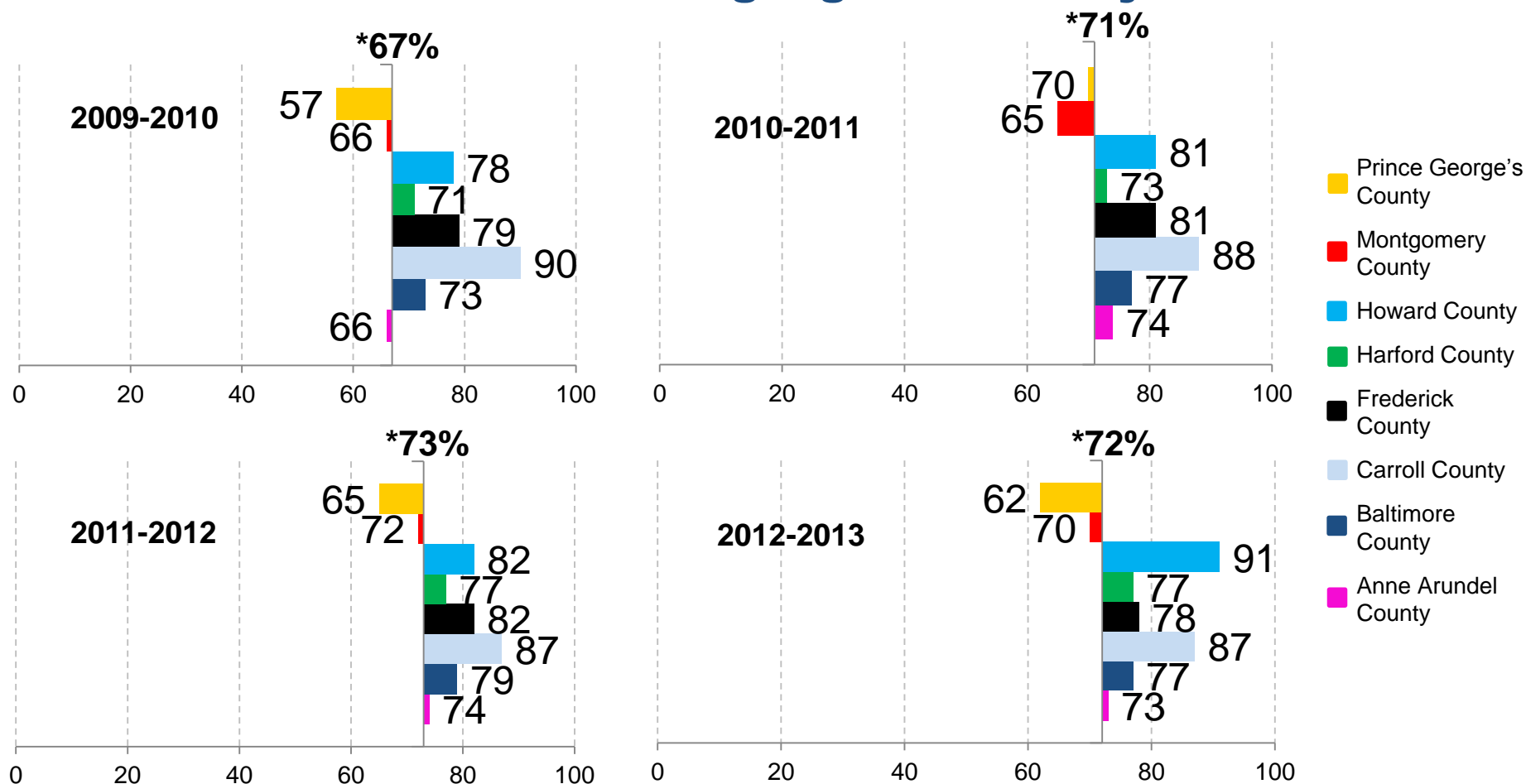
Background: Maryland State Department of Education's Annual Report on School Readiness

- Kindergarten Assessment: Maryland Model for School Readiness (MMSR)
 - Evaluates what each student knows and is able to do in seven Domains of Learning
 - Social & Personal Development
 - Language & Literacy
 - Mathematical Thinking
 - Scientific Thinking
 - Social Studies
 - The Arts
 - Physical Development
- Of the seven Domains of Learning, **Language & Literacy** has “...the highest correlation to improvements in overall school readiness and [is] most closely linked to proficiency on the subsequent Maryland State Assessment (MSA) in Grade 3...”*

*Source: The 2012-2013 Maryland School Readiness Report: Children Entering School Ready to Learn (p.4)



MMSR School Readiness: Language & Literacy



The percentage of Montgomery County kindergartners who are identified as fully ready to start school in the Language & Literacy Domain remains below State averages.



Source: The 2009-2010, 2010-2011, 2011-2012, and 2012-2013 Maryland School Readiness Reports

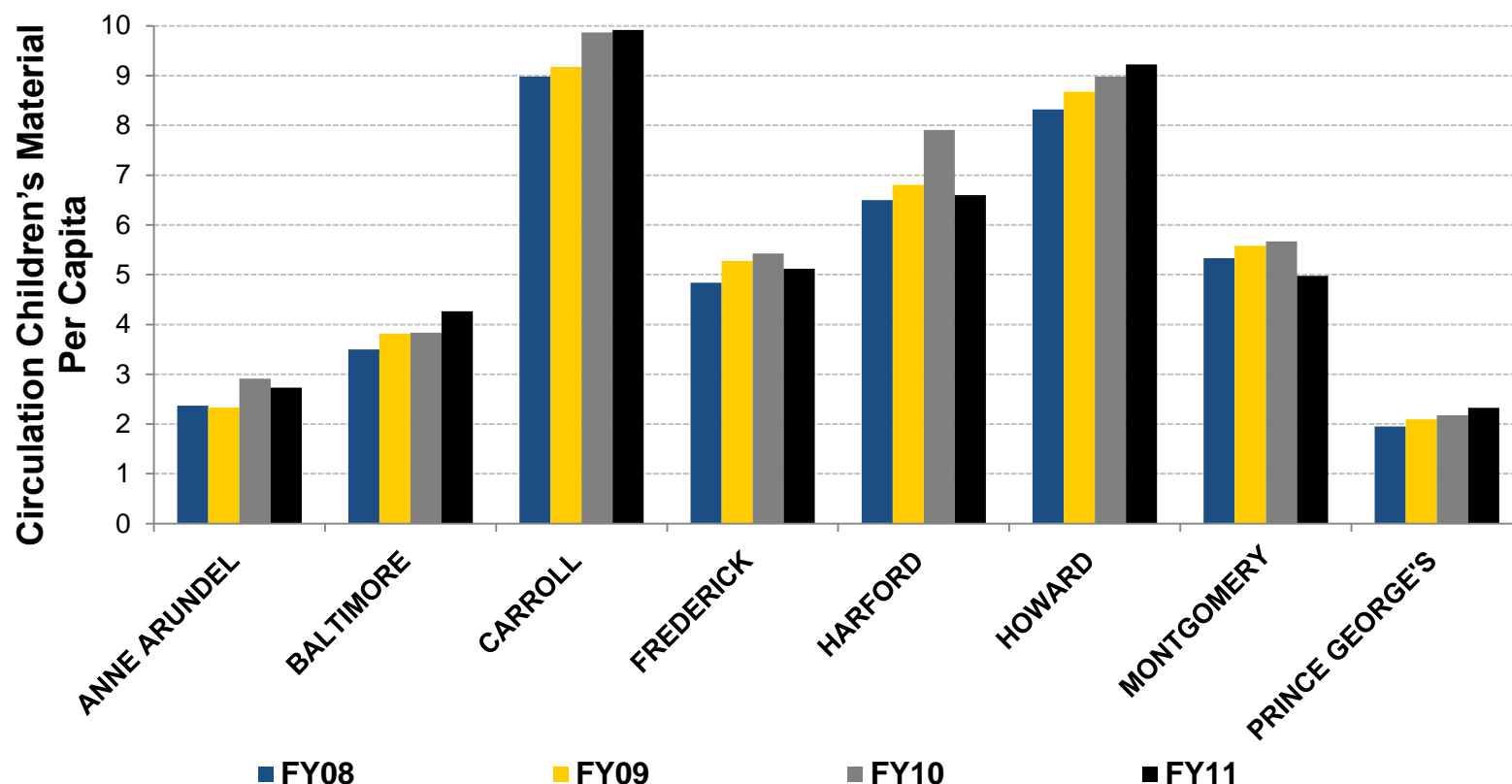
*Overall State Average

Potential Lessons From Other Public Libraries

- **Utilizing the Institute of Museum and Library Services (IMLS), Public Libraries Survey**
 - Examining other Maryland County Libraries may stimulate ideas and facilitate the development of strategic plans that could have widespread positive impacts



Circulation of Children's Materials Per Capita



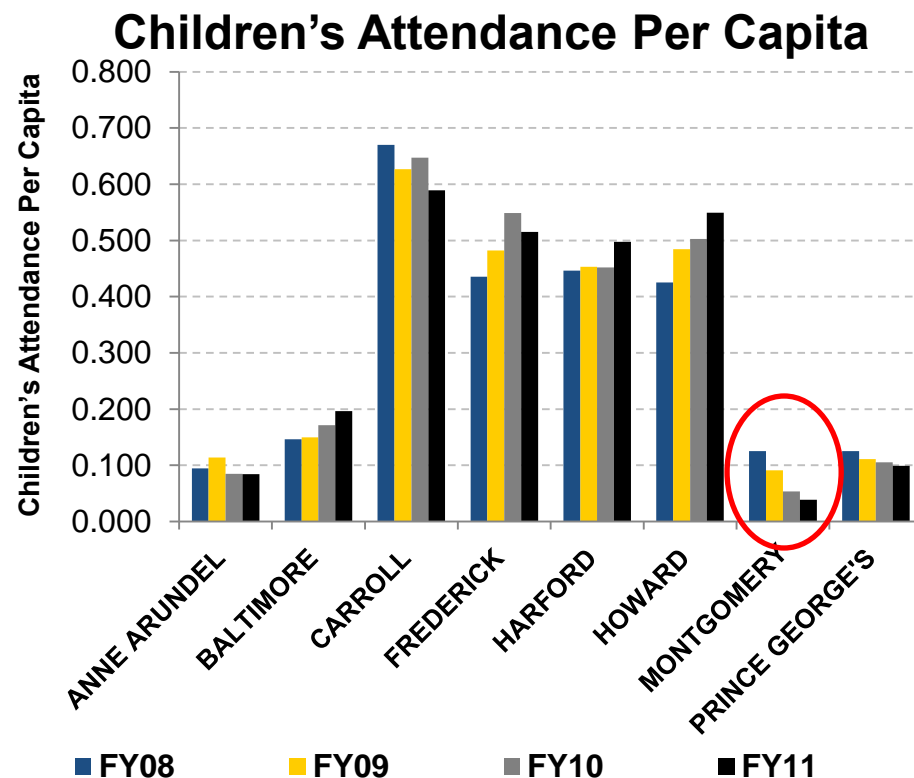
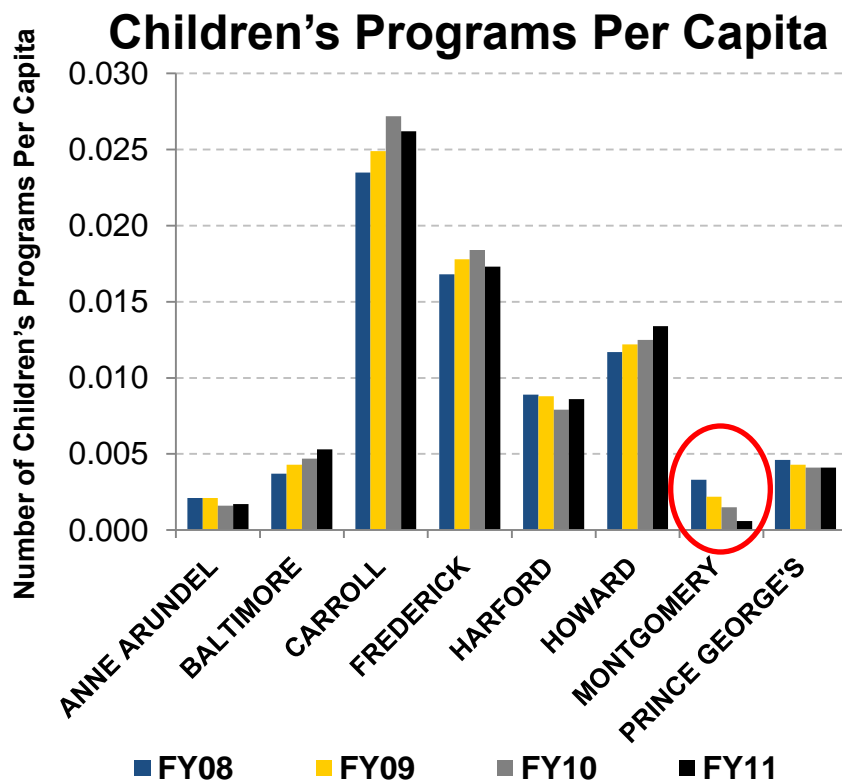
MCPL's circulation of children's materials per capita is about mid-range in comparison to the other County Libraries.



Source: Institute of Museum and Library Services (IMLS), Public Libraries Survey

Note: IMLS Data has a 2-yr lag, so FY11 is most recent data available.

Children's Programs Per Capita & Children's Attendance Per Capita



In Montgomery County, the number of children's programs per capita offered and the number in attendance per capita fall below the other County Libraries.



Source: Institute of Museum and Library Services (IMLS), Public Libraries Survey
 Note: IMLS Data has a 2-yr lag, so FY11 is most recent data available.

What Other Libraries Are Doing

■ Howard County

– A+ Partners in Education

- A+ Vision: "...[T]o promote scholarship and to expand the educational opportunities for [every student]..."*
- A+ Mission: "...[E]nsuring that every student has, and uses, a Howard County Library card..."*

■ Carroll County

– Library Services Technology Act (LSTA) Grant from the Maryland State Department of Education**

- Designed, conducted training sessions, and assessed effectiveness of helping home childcare providers in Title I schools provide literacy training to increase children's skills
 - Goal: improve children's readiness for school in Language and Literacy

*Reference: Gross, Valerie J.: Children & Libraries, The Journal of the Association for Library Service to Children, Volume 1 Number 2 Summer/Fall 2003 ISSN 1542-9806, p. 28. Link to report found at <http://www.hclibrary.org/index.php?page=13>

**Source: <http://2012.placonference.org/virtualconference>
Program IV - "Tracking Children's Early Literacy Skills: Options for Libraries



Wrap-Up and Follow-Up Items



Appendix A:

- **Explanation of IMLS Survey Data**
- **Additional Regional Benchmark Library Comparisons**



Notes on Benchmark Dataset

Current Benchmark Data

- Institute of Museum and Library Services (IMLS)
 - Descriptive statistics on public libraries are collected and disseminated annually through a voluntary census, the Public Libraries Survey
 - Survey is conducted by the U.S. Census Bureau for the Institute for Museums and Library Services (IMLS)
 - Data is reviewed and edited at the state and national levels, and verified as correct by each state's data coordinator
 - Statistics are collected from over 9,000 public libraries.
 - Data are available for individual public libraries and are also aggregated to state and national levels
 - Contains no imputations for non-response, so some data may be missing
 - Reported in fiscal years

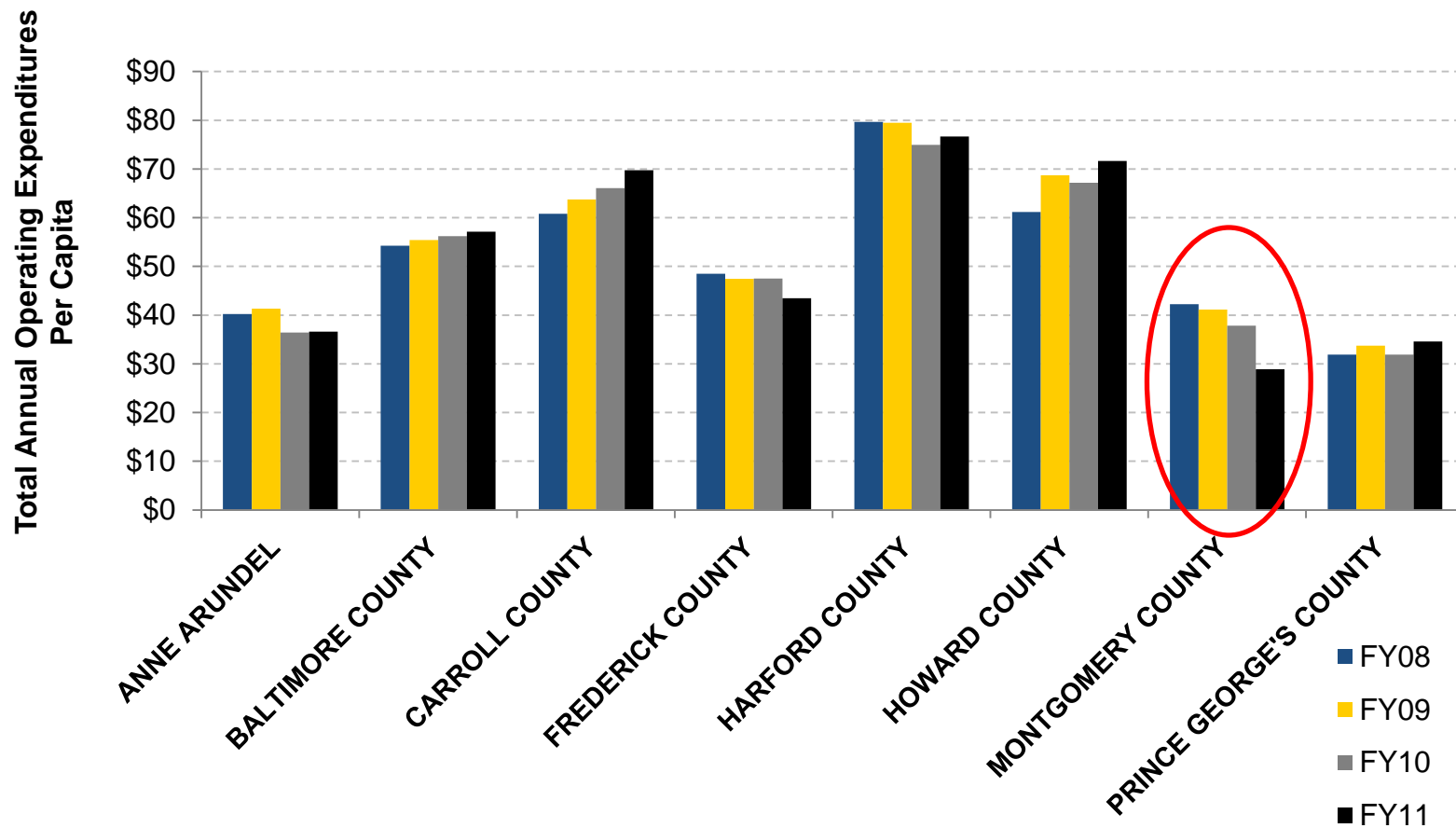
IMLS data lags two years behind current fiscal year due to data review, editing, and verification efforts at the state and national levels



Source: IMLS Library Statistics Site

Benchmark Libraries:

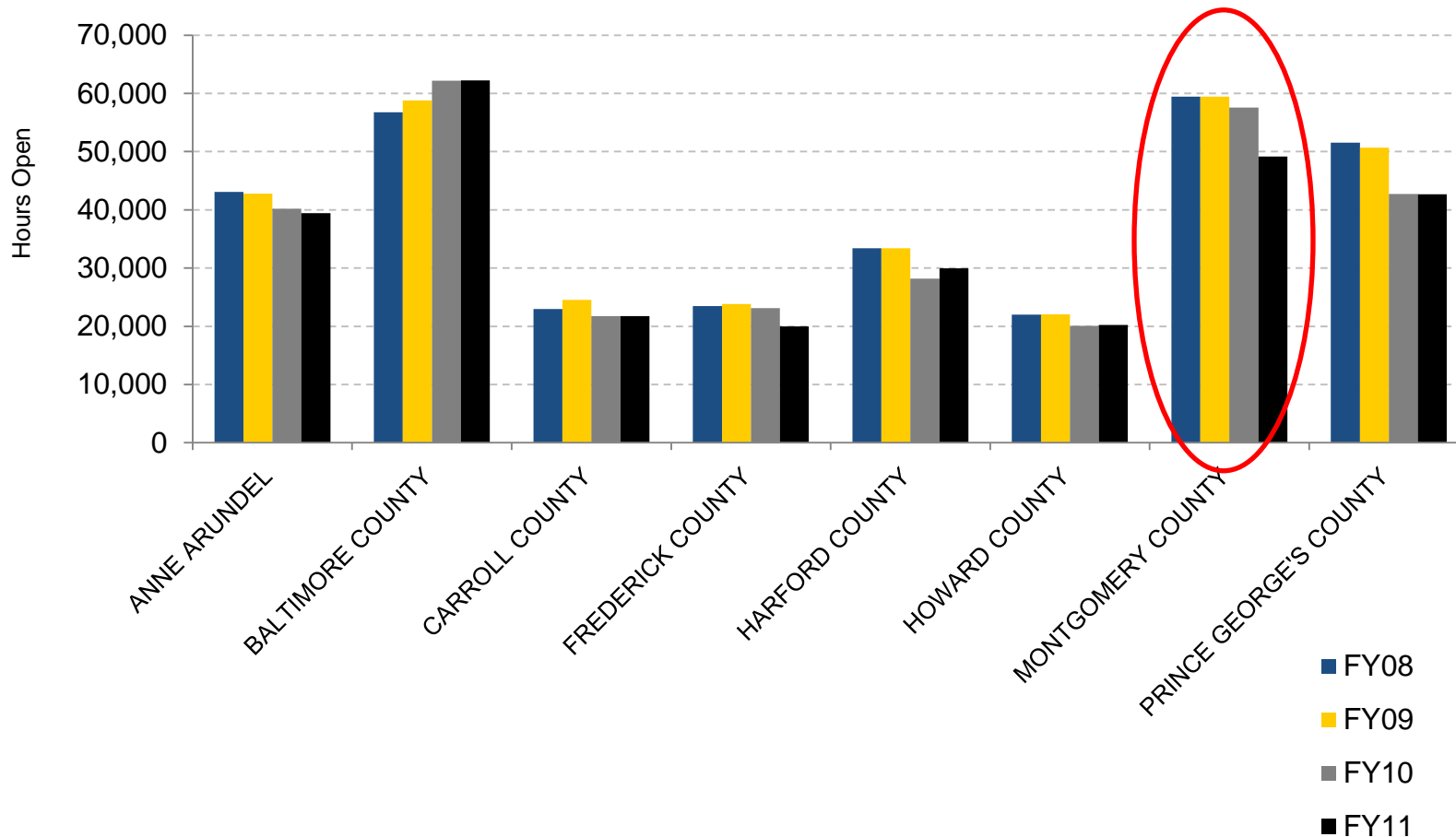
Total Operating Expenditures Per Capita



Source: Institute of Museum and Library Services (IMLS), Public Libraries Survey

Note: IMLS Data has a 2-yr lag, so FY11 is most recent data available.

Benchmark Libraries: Total Hours Open



Source: Institute of Museum and Library Services (IMLS), Public Libraries Survey
Note: IMLS Data has a 2-yr lag, so FY11 is most recent data available.